

CBS ANNUAL REPORT 2023



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Photos: Kasper Kristoffersen (front page, pages 12, 15, 18 and 20) and Bjarke MacCarthy (page 21)

Statements

Statement by Senior Management on the Annual Report

The Annual Report has been prepared in accordance with the Danish State Accounting Act etc., Ministerial Order no. 116 of 19 February 2018 on state accounting etc., the specific instructions in the Ministry of Finance's Financial Administrative Guidelines, Ministerial Order no. 778 of 7 August 2019 on the University Act, Ministerial Order no. 1611 of 28 December 2022 on funding and auditing etc. at universities, and the Danish Agency for Higher Education and Science's guidelines for preparing annual reports.

In accordance with section 39(4)(no. 1-3) of Ministerial Order no. 116 of 19 February 2018 on state accounting, it is hereby represented:

- That the annual report is accurate, i.e. that the annual report is free of material misstatements and omissions and that the listing of and reporting on goals in the annual report are adequate.
- That the transactions covered by the financial statements comply with appropriations granted, statutes, other regulations, agreements and usual practice.
- That business procedures have been established to ensure financially appropriate administration of the funds and institutions comprised by the annual report.

Frederiksberg, 20 March 2024:

Inger Askehave
Acting President

Arnold Boon
University Director

Adopted by the Board of Directors of Copenhagen Business School, CBS, on 20 March 2024:

Torben Möger Pedersen
Chairman

Lilian Merete Mogensen
Deputy Chairman

Caroline Bering

David Hellemann

Eva Boxenbaum

Gunnar Bovim

Lise Balslev

Louisa Cort
Andersson Loran

Marie Louise Mors

Mikkel August Wallind

Pui Ling Lau

Independent auditor's report

To the Board of Directors of Copenhagen Business School

Auditor's report on the financial statements

Opinion

We have audited the financial statements of Copenhagen Business School for the financial year 1 January to 31 December 2023, which comprise the income statement, balance sheet, statement of changes in equity, cash flow statement and notes, including a summary of significant accounting policies, as stated on pages 45-48. The financial statements are prepared in accordance with Ministerial Order no. 1611 of 28 December 2022 on funding and auditing etc. at universities as well as the directions and instructions on financial statements issued by the Danish Ministry of Higher Education and Science, and including the Danish Agency for Higher Education and Science, hereinafter collectively referred to as state accounting rules.

In our opinion, the financial statements are accurate in all material respects, i.e. prepared in accordance with the state accounting rules.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and the additional requirements applicable in Denmark as well as the public auditing standards, as the audit is based on the provisions of Ministerial Order no. 1611 of 28 December 2022 on funding and auditing etc. at universities and the agreement on internal audit entered into by the Danish Minister for Higher Education and Science and the Auditor General in pursuance of section 9 of the Danish Auditor General Act.

Our responsibilities under those standards and requirements are further described in the "Auditor's responsibilities for the audit of the financial statements" section of this auditor's report. We are independent of Copenhagen Business School in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) and the additional ethical requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Management's responsibilities for the financial statements

Management is responsible for the preparation of financial statements that are accurate in all material respects, i.e. prepared in accordance with the state accounting rules, and for such internal control as Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, Management is responsible for assessing Copenhagen Business School's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting in preparing the financial statements unless Management either intends to liquidate Copenhagen Business School or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark as well as the public auditing standards, as the audit is performed based on the provisions of Ministerial Order no. 1611 of 28 December 2022 on funding and auditing etc. at universities, will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs and the additional requirements applicable in Denmark as well as the public auditing standards, as the audit is performed based on the provisions of Ministerial Order no. 1611 of 28 December 2022 on funding and auditing etc. at universities, we exercise professional judgement and maintain professional scepticism throughout the audit.

We also:

- Identify and assess the risk of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Copenhagen Business School's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.
- Conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing the financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Copenhagen Business School's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause Copenhagen Business School to cease to continue as a going concern.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Statement on the management commentary

Management is responsible for the management commentary.

Our opinion on the financial statements does not cover the management commentary, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the management commentary and, in doing so, consider whether the management commentary is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

Moreover, it is our responsibility to consider whether the management commentary provides the information required under the state accounting rules.

Based on the work we have performed, we conclude that the management commentary is in accordance with the financial statements and has been prepared in accordance with the state accounting rules.

We did not identify any material misstatement of the management commentary.

Report on other legal and regulatory requirements

Statement on compliance audit and performance audit

Management is responsible for ensuring that the transactions covered by the financial statements are in accordance with appropriations granted, laws and other regulations, and with agreements entered into and usual practice, and for ensuring that sound financial management is exercised in the administration of the funds and the operation of the activities covered by the financial statements. Management is also responsible for setting up systems and processes supporting economy, productivity and efficiency.

As part of our audit of the financial statements, it is our responsibility to perform compliance audit procedures and performance audit procedures on selected subject matters in accordance with the public auditing standards.

In our compliance audit, we test the selected subject matters to obtain reasonable assurance about whether the examined transactions covered by the financial statements comply with the relevant provisions of appropriations, laws and other regulations, and with agreements entered into and usual practice.

In our performance audit, we make an assessment to obtain reasonable assurance about whether the systems, processes or transactions examined support the exercise of sound financial management in the administration of the funds and the operation of the activities covered by the financial statements.

If, based on the procedures performed, we conclude that material critical comments should be made, we are required to report this in this statement.

We have no material critical comments to report in this connection.

Frederiksberg, 20 March 2024

Deloitte
Statsautoriseret Revisionspartnerselskab
Business Registration No. 33 96 35 56

Lars Hillebrand
State-Authorised Public Accountant
Identification number: mne26712

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*Management
commentary*

Institution details

Institution

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www.cbs.dk

Business Registration No.: 1959 6915

Financial year: 1 January 2023 to 31 December 2023

Registered in: Municipality of Frederiksberg, Denmark

Banker: Danske Bank

Institution auditor: Deloitte

Board of Directors

Chairman

Torben Møger Pedersen

Deputy Chairman

Lilian Merete Mogensen

(took seat on 20 December 2023)

Deputy Chairman

Michael Rasmussen

(resigned on 19 December 2023)

Members in 2023

Gunnar Bovim

Jesper Rangvid

Jonas Andersen

Lilian Merete Mogensen

Lise Balslev

Louisa Cort Andersson Loran

Mette Vestergaard

Michael Rasmussen

Mikkel August Wallind (took seat on 1 February 2023)

Sara Louise Muhr

Sarah Langkjær Diemar (resigned on 31 January 2023)

Senior Management

Acting President

Inger Askehave

(took office on 1 January 2024)

President

Nikolaj Malchow-Møller

(resigned on 31 December 2023)

Deputy President

Inger Askehave

Dean of Research

Søren Hvidkjær

University Director

Arnold Boon

Dean of Education

Anna Thomasson

Introduction of Copenhagen Business School

Copenhagen Business School (CBS) is a globally recognised business university deeply rooted in the Nordic socio-economic model. As a publicly funded university, CBS has a comprehensive focus on the opportunities and challenges of the business community and society in the 21st century.

CBS therefore has a wide portfolio of research activities and education programmes of high international quality that have empowered generations of professionals and leaders in the private sector and other areas.

CBS offers research-based programmes at bachelor, master, MBA, EMBA, diploma, executive master, PhD and executive levels. In 2023, the university had well over 20,000 full-time and part-time students.

In terms of FTE, 699 full-time academic staff, 205 part-time academic staff and 738 administrative staff were employed in 2023.

The university is internationally recognised for its teaching and research and has thus been accredited by EQUIS, AACSB and AMBA. CBS is thus a Triple Crown school.

As a business university, CBS is oriented particularly towards business community needs, and close on nine in ten graduates find employment in the private sector.

In 2020, the Board of Directors adopted the strategy: *We transform society with business.*

OUR MISSION

We are curious, critical and innovative in our approach to major opportunities and dilemmas facing business and society

We are committed to disciplinary and interdisciplinary excellence in our research and educational programmes

We leverage our Nordic heritage to take responsibility for societal challenges – in collaboration with business, governments and civil society

OUR VISION

We will leverage global intellectual leadership to transform society with business by tackling challenges with curiosity, creative new ideas and collaborative engagement

The strategy builds on CBS, with its global profile, not only having the qualifications but also a particular responsibility for assisting in dealing with the huge challenges and opportunities that society is facing.

This means that CBS must address the big societal issues in disciplinary and interdisciplinary research of the highest quality.

CBS also needs to make sure that students, graduates and business executives develop both strong professional standards and transformational capabilities through education programmes and lifelong learning opportunities.

Since complex challenges call for a joint effort, the focus of CBS' strategy is on enhancing current partnerships and starting new ones with other sciences, the business community, authorities and civil society.

The strategy is reflected in CBS' framework agreement with the Ministry of Higher Education and Science. This agreement lays down and specifies CBS' strategic development.

A report on the framework agreement's first year is evident from page 29 of this Annual Report.

The CBS strategy's five core priorities, which are listed below, will on the following pages constitute the prism through which some of the selected professional results for the year will be illustrated.

CORE PRIORITIES

Research (p. 12)

Prioritise the exploration of big questions and develop incentive and support structures for venturing into and leading transformative, interdisciplinary and collaborative projects

Teaching (p. 15)

Create incentive and support structures to design and deliver discipline-based and transformative education

Students (p. 18)

Attract, develop and retain a diversity of highly talented staff and internationally leading scholars

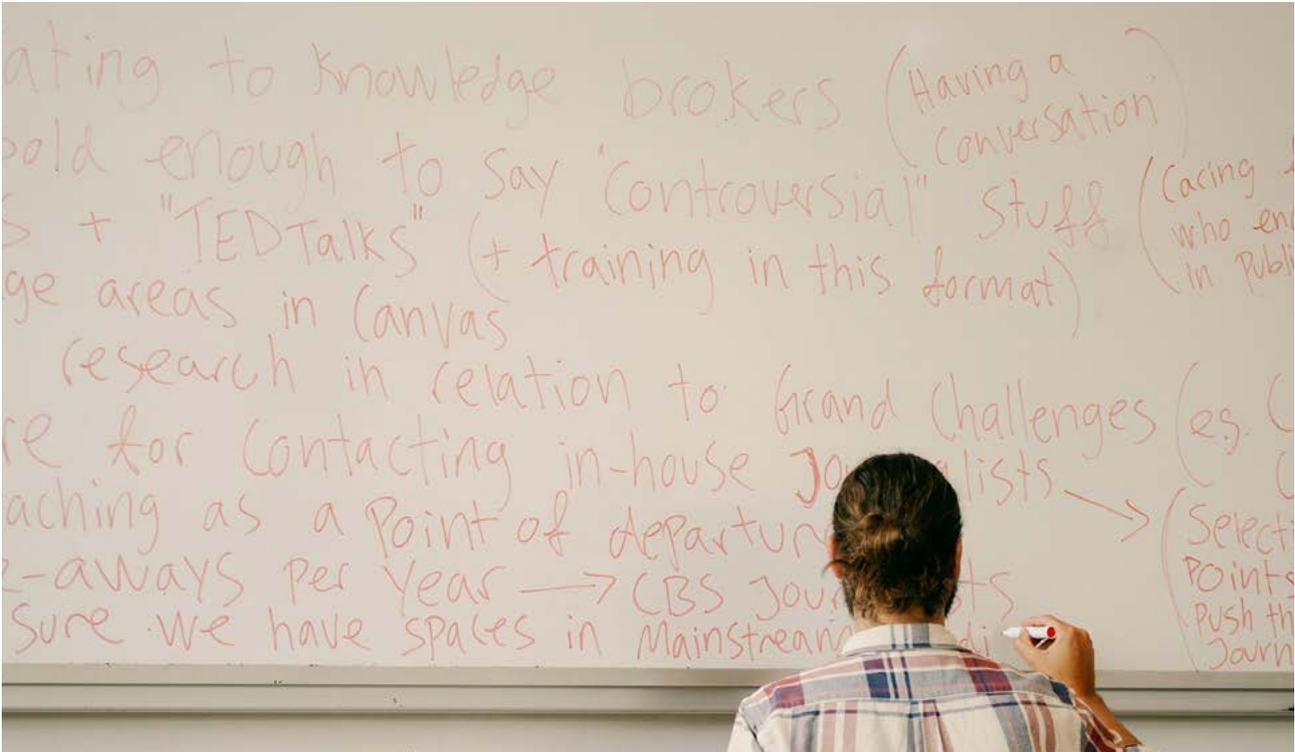
Students (p. 20)

Attract the best students and transform them into lifelong learners

Graduates (p. 21)

Strengthen both fundamental business knowledge and transformational capabilities in the educational portfolio

Professional results for the year



Below, the professional results for the year are illustrated through the five core priorities of the strategy.

CORE PRIORITIES

Research
Teaching
Employees
Students
Graduates

Research with relevance and impact

CBS' objective is to engage in excellent research that creates value for society. Managerial dilemmas, green transition and digitalisation are some of the huge societal challenges that have been the focus of CBS research in 2023.

Excellent research

CBS wants to deliver excellent, interdisciplinary and transformative research. A prerequisite for this is research of the highest quality.

This is reflected, for example, in CBS researchers publishing their research results in the best disciplinary and interdisciplinary journals.

CBS researchers published 118 articles in 2023 in the most prestigious journals on the Academic Journal Guide list (categories 4 and 4*). CBS still ranks high on the most important international research rankings.

For instance, in Shanghai Ranking's Global Ranking of Academic Subjects, CBS ranks #2 globally in the Business Administration category, #15 in the Management category and #26 in the Finance category.

In QS Social Sciences and Management, CBS ranks #80 in the world in 2023, corresponding to #26 in Europe and being the highest ranking university in the Nordics.

In the more focussed QS Ranking in Business Administration and Management Studies, CBS ranks #15 in the world and #8 in Europe. Here, CBS has gone back one place globally while the rank in Europe is the same as in 2022.

Figure 1: Selected external research funding

ERC grant for research into civil society leaders

Assistant Professor Anders Sevelsted received the much-coveted ERC Starting Grant from the European Research Council to research the civil society elite and its impact on creating the modern society. The total grant is DKK 11 million.

Semper Arden Advance grants for innovatory research on entrepreneurship

In 2023, CBS received two grants of DKK 35.6 million in total from the Carlsberg Foundation's Semper Arden Advance programme for groundbreaking research on entrepreneurship. One project is headed by Professor Christina Lubinski to study how entrepreneurship as a social discourse shapes society. The other project is led by Professor José Mata to study women's and immigrants' incentive for and challenges in being successful in entrepreneurship.

Grants from the Danish Council for Independent Research

Associate Professor Florian Hollenback and Professor with special responsibilities Andrej Savin have both received funding from the Danish Council for Independent Research. Florian Hollenback's research is to explore the significance of parliaments' resources and capacity in democratic societies whereas Andrej Savin is to explore the impact of smart technologies on homes and the challenges they pose to data protection laws.

Inge Lehmann Program grant for research into "The digital afterlife"

Associate Professor Marina Leban was awarded DKK 3.1 million from the Inge Lehmann Program under Independent Research Fund Denmark. As digitalisation grows, an industry has emerged that assists in preserving "the digital self" after death. The project explores the related ethics dilemmas and how the digital afterlife opportunities affect relatives.

Level of external research funding still high

The external research funding obtained assists in CBS being able to deliver excellent research.

In 2023, CBS received DKK 180 million in external funding, which is lower than in the record year of 2022 yet still high when viewed over the past many years.

The funds granted have helped initiate a number of research activities in 2023. Some of them are outlined above.

Current research focus areas

CBS is conducting research into a long range of societal challenges. The green transition, managerial dilemmas and digitalisation are just a few examples.

Green research at CBS is gathering speed and is driven by a strategic focus yet very much also by a desire of the individual researchers to help find solutions to the green transition. In 2023, CBS set up a Green Office, which is to both internally and externally support inter-faculty research in the green transition field.

The Green Office has established two interdisciplinary research networks that are to support CBS' research within the green agenda – a green research network centering around qualitative method development and an agricultural and food research network.

Also, CBS' researchers have initiated a number of research projects focussing on the green transition. This involves a research project on food waste aimed at, for example, developing recommendations for the food industry and for decision-makers.

In another research project, CBS researchers look into the potential of switching to sustainable energy sources and the implications on the European energy market.

Leadership was another major research topic at CBS in 2023. Leadership is becoming increasingly more important as a research field as society and the number of organisations grow in complexity. This creates new managerial dilemmas.

A topical example is the diversity in boards of directors where new legislation has been implemented that introduces targets for the underrepresented gender in boards of directors of businesses. In this context, CBS' researchers examined experience with gender diversity on boards of directors, and what effect the new legislation is expected to have.

The current geopolitical instability is another example of a managerial challenge faced by companies and organisations. Here, CBS' researchers have in 2023 studied Danish companies' actions and management decisions in relation to the conflict in Ukraine.

A third societal challenge which CBS' researchers have focus on is digitalisation and implementation of new technology in society – a rapidly developing field both nationally and internationally as more and more workstreams and job functions are digitalised.

This imposes different requirements not just on the technological development but also on the theories of organisation, management and change in companies.

In 2023, Professor Mikkel Flyverbom was appointed to chair the Danish Government's external expert group on tech giants. This group presented some recommendations in 2023, for example, for technology companies' responsibility for young people's use of social media.

Besides its research into societal challenges, CBS has strengthened its research work through several strategic activities in 2023.

Establishment of a new leadership centre

Leadership is a key activity in CBS' strategy. As part of the strategy, CBS established a new interdisciplinary leadership centre in 2023, the CBS Leadership Centre.

The centre is to contribute new knowledge on leadership across disciplines and with close dialogue between practitioners and researchers. It will be a power house for management research with focus on personal leadership and strategic management of transformation in the context of the huge societal agendas such as green transition, digitalisation, diversity and innovation.

The centre has in 2023 worked on having research-based knowledge disseminated more widely. A practical management tool for strategic dilemmas has been developed, the CBS Leadership Dilemma Index.

A strong and diverse think tank named Leadership for the Future has been set up to bring together recognised leadership practitioners and top researchers across CBS to develop new thinking about tomorrow's leadership.

The foundation stones have been laid to facilitate research projects together with companies and work with new initiatives on CBS' programmes.

CBS intensifies its focus on innovation and impact

CBS has as a strategic priority that the knowledge produced by its researchers is utilised by different operators in society and contributes to solving the big societal challenges.

To strengthen this work further, CBS has in 2023 set up a new position as vice dean of innovation and impact. This vice dean is to start and head initiatives on impact, innovation and entrepreneurship and establish connections to the business community, politicians and other research institutions.

With these intensified efforts, CBS wants to create even better conditions for bringing CBS research and programmes into play in society. This requires more collaboration across CBS' disciplinary environments, increasingly dynamic interaction between CBS and external parties, and better organisational and administrative support of researchers' opportunities to enter into cooperation relationships with focus on societal impact.

In this way, the vice dean is to help strengthen the impact framework at CBS and support relationships with relevant companies, organisations and other actors and so contribute to the social and economic development of society.



CORE PRIORITIES

- Research
- Teaching**
- Employees
- Students
- Graduates

Research-based teaching promoting transformative skills

CBS has in 2023 continued its great effort to implement Nordic Nine in teaching. Moreover, a new teaching portfolio has been introduced that is a tool to make visible and document teachers' activities and skills and to improve programme quality at CBS.

Nordic Nine embedded in programmes

In 2023, CBS launched initiatives to implement Nordic Nine in teaching and increase focus on Nordic Nine competences at CBS and in the business community. Nordic Nine are nine transformative capabilities aimed at inspiring CBS students to help solve societal challenges with respect for themselves, their surroundings and our planet. In 2023, CBS developed and implemented new types of teaching designed to improve students' transformative skills.

This was done in close collaboration between degree programmes, students, course coordinators and departments.

To back CBS' ambition to have all degree programmes involve the students in the nine Nordic Nine capabilities, CBS paved the way for the possibility of the degree programmes obtaining strategic funds to develop teaching activities, materials or methods related to Nordic Nine. This caused 16 courses on 13 degree programmes to show an interest in the strategic funds. One of the newly developed activities is a teaching format that trains students in working in groups and in discussing complex issues.

Figure 2: Nordic Nine

Knowledge	Values	Action
you have deep business knowledge placed in a broad context	you are competitive in business and compassionate in society	you produce prosperity and protect the prosperity of the next generation
you are analytical with data and curious about ambiguity	you understand ethical dilemmas and have the leadership values to overcome them	you grow by relearning and by teaching others to do the same

you recognise humanity's challenges and have the entrepreneurial knowledge to help resolve them	you are critical when thinking and constructive when collaborating	you create value from global connections for local communities
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tional level. As part of the strategic work to develop and improve the quality of teaching, CBS introduced a new and improved format for its teaching portfolio in 2023 that is to be used across CBS.

Nordic Nine was the pivot of the Bachelor Kick-off Day when close on 3,000 new students were welcomed to CBS. A special Nordic Nine magazine was launched, and some of CBS' cooperative partners from the business community told the students how Nordic Nine is a contributor to their businesses.

The nine transformative skills also set the stage for the CBS Annual Celebration. Under the title "Capabilities for a positive future", CBS summoned business leaders, decision-makers and students to provide inspiration for solutions to big current societal challenges.

Lifelong learning on the agenda

In 2023, CBS has started working on creating an institutional foundation for its lifelong learning model. A project basis was developed that provides the foundation and sets the direction for the activities which, going forward, are to assist in positioning CBS as a frontrunner in the development of the learning society.

From 2023 to 2025, CBS will develop and integrate supporting initiatives in the organisation while running pilot projects anchored in existing activities at CBS.

The long-term aspiration is to create a breeding ground for lifelong learning from day one at the university to the last day of one's career. This reflects the aspiration for lifelong learning at CBS to be more than a synonym for continuing education.

In 2023, lifelong learning was strengthened through the appointment of a vice dean of continuing education who holds the overall academic responsibility for all continuing education programmes at CBS. Strengthening the area of continuing education also ties in with the Danish Government's proposal for a reform of the master programmes, according to which more people are to train regularly during their working lives. The proposal will give students on the new 1.25-year master programmes better continuing education opportunities, which will be of relevance to the development of CBS' lifelong learning opportunities.

Development and improvement of programme quality

CBS strives for high programme quality to make sure that its students and graduates live up to the highest interna-

A teaching portfolio is a tool for each teacher to document and make visible their teaching skills and activities, and it is an important supplement to the students' course evaluations. It also serves as a basis for an ongoing and recurring dialogue about the teachers' development of pedagogical competences, and it has become an integral part of staff development interviews of the academic staff.

It was decided in 2023 that, going forward, the new format is to be used by all assistant professors, associate professors and professors at CBS, and it has also been implemented in the process for recruiting academic staff.

First enrolment in the new MSc programme

In 2019, a new MSc programme was developed, General Management and Analytics (GMA), intended to address challenges with student enrolment in CBS' existing course structure on the MSc programme. CBS decided in 2022 to reform the MSc programme. The aim was to abolish the current MSc structure and instead convert the current 14 MSc specialisations into 10 separate MSc programmes.

In 2023, the Ministry for Higher Education and Science approved the separate MSc programmes, and CBS had the first intake of students on the new GMA programme in the summer. The programme started in 2023 with nearly 300 students enrolled. The 10 separate MSc programmes will experience their first enrolment in 2024.

Accreditation: CBS remains in an exclusive group

In May 2023, CBS was accredited by AMBA (the Association of MBAs) for another five years. This means that CBS is delivering the highest level of quality on MBA programmes. The personal learning experience and CBS' research quality were noted in particular, and the Accreditation Panel also experienced CBS to be both international and mission-driven. With this positive AMBA accreditation, CBS maintains its Triple Crown status. The AMBA accreditation will be valid until the end of 2027.

In mid-2023, EFMD, which handles the European-based EQUIS accreditation, assessed that CBS is showing satisfactory progress with respect to the development goals set in the recent accreditation in 2020.

AI in teaching

CBS has worked intensively in 2023 on integrating Artificial Intelligence (AI) in teaching. The primary focus of this work has been to develop frames and guidelines on AI, develop competences of employees and lecturers and make the necessary tools available.

For example, CBS set up an Advisory Board in the autumn of 2023 that consists of internal and external experts. At their recommendation, CBS has permitted the students to use AI in their final assignments on all programmes. On all other courses and exams, it is up to the Study Boards to decide where and how AI is integrated in teaching and examination. Also, CBS has developed a long range of competence developing activities.



CORE PRIORITIES

Research
Teaching
Employees
Students
Graduates

Attract, develop and retain a diversity of highly talented staff

CBS' focus in 2023 has been on implementing initiatives from the Gender Equality Plan that is to ensure more equal opportunity, diversity and inclusion at CBS.

Equal opportunity, diversity and inclusion

CBS strives to ensure that diversity is reflected in all activities and at all levels of the organisation.

In 2023, CBS started a programme to train selected management groups in diversity, equal opportunity and inclusion. This programme is part of the implementation of CBS' Gender Equality Plan.

The aim of diversity training is to promote competences in inclusive management to achieve, for example, a more equal gender balance among technical-administrative staff and academic staff.

In 2023, CBS has worked on diversity, equal opportunity and inclusion at several organisational levels as appointment committees, which consist of representatives from the whole organisation, were trained in being attentive to own bias when recruiting for office manager positions.

In addition, CBS has in 2023 used new software to screen job advertisements for inclusive language. There has been a clear increase in the inclusion score.

CBS' long-term vision is to create a more balanced gender composition of women and men at all management levels. CBS' Action Plan for Gender Diversity in Management specifies gender balance targets in all three top management levels by the end of 2024.

Here, the target is that each gender is to have a gender representation of no more than 60% in Senior Management and the Board of Directors, respectively, and no more than 67% among the heads of department.

The target was reached in Senior Management, the Board of Directors and among office managers, whereas the 2023 rate for women among the heads of department is 18%. Refer to figure 3 on the next page.

Figure 3: Gender composition target in 2024

Management level	Long-term target	Target for 2024	Status in 2023
		(%)	(%)
1. Board of Directors	To maintain the composition of 3 men and 3 women among external members elected	40-60%	50%
2. Senior Management	To maintain the composition of men and women in the form of at least 2 women out of the 5 members	40-60%	40%
3a. Heads of department	To achieve a balanced composition of men and women in the long term, and in the short term at least 3-4 women out of the total of 11 heads of department	33%	18%
3b. Office managers	To maintain/seek to achieve a balanced composition of men and women in the form of at least 4-5 women out of the total of 10 office managers	40-60%	54%

Digitalisation of the organisation

CBS continuously focuses on ensuring up-to-date and effective IT solutions, processes and organisation.

In 2023, CBS has primarily concentrated on replacing its central personnel administration system so as to be able, for example, to work with more digitalisation of workflows and processes across the organisation.

Moreover, CBS has been preparing for the coming implementation of a new programme administration system while strengthening the security of supply within telephony and data infrastructure.



CORE PRIORITIES

Research
Teaching
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Graduates

Students and well-being

Academic development is highly linked to well-being, and CBS has therefore specific focus on students' well-being. CBS has thus initiated a series of activities in 2023 to back good study habits and social relationships.

Community in focus

Inclusive communities are vital to student well-being. A particular focus of the study start in 2023 was on community diversity, and CBS has run some campaigns focussing on inclusion and diversity of students.

Also, CBS has in 2023 had a special initiative on social belonging interventions aimed at strengthening students' sense of belonging with the individual programmes and CBS. Finally, CBS has developed a study group guidance opportunity that is to support students' collaborative skills.

Around 25% of students at CBS have an international background and thus another point of departure for joining the community and study facilities. That is why CBS has in 2023 had additional focus on integrating international students.

As a new initiative, CBS has held online pre-arrival events for all new international students to better prepare them for their student life at CBS. This initiative is backed by CBS' group of voluntary International Student Ambassadors (ISA).

Peace in everyday life

Some students feel lonely and stressed. That is why CBS has launched several stress preventive measures aimed at the students.

In 2023, all CBS students were given the opportunity to participate in SKY Campus, which is an international well-being programme with focus on creating a more balanced student life. In addition, CBS has initiated Study Breaks, which is a walk-in opportunity for all students. Its aim is to give them techniques to sleep better and give them more energy, which are key conditions for a good student life.

Also, CBS launched CBS UNiverse in 2023. CBS UNiverse is a new study technique universe that gathers information for students about well-being-related issues, such as how to handle work loads and resolve group conflicts.



CORE PRIORITIES

Research
Teaching
Employees
Students
Graduates

The positive development in the unemployment rate for CBS graduates continues. In one year, this rate has seen a massive decline from 6.2% to 3.4%. Many CBS graduates are employed by the private sector (87%).

The decline means that CBS now has the lowest unemployment rate for graduates among Denmark's eight universities.

In-demand graduates

It is CBS' aspiration to educate and train graduates for the labour market. Therefore, it is CBS' target to have an unemployment rate for graduates below the average of Danish universities.

In recent years, the unemployment rate of new graduates has been declining both for those from CBS and for the university sector in general.

Financial results for the year

Introduction

In 2023, CBS realised a loss of DKK 16 million, which is DKK 14 million better than the loss of DKK 30 million estimated in the budget and DKK 31 million better than the loss for 2022.

The financial performance for 2022 showed that the post-COVID-19 level of costs had grown overly high compared to the development in revenue, for which reason focus had been on striking a balance between income and expenses in the year ahead in connection with the preparation of the 2023 budget. This focus has been maintained in managing costs for 2023, and during this process it turned out to be necessary to make a staff adjustment to make sure that multi-year budget targets can be met.

Since the loss is smaller than estimated and has declined substantially on last year, CBS considers this year's financial performance satisfactory.

Income

CBS income reached DKK 1,556 million in 2023. This is an increase of DKK 71 million on 2022 and DKK 6 million more than provided for in the budget.

Government subsidies are CBS' primary source of income, and in 2023 they amounted to DKK 1,188 million, and the key earnings driver is student FTE, which accrues as the students at CBS complete their programmes. The number of student FTEs in 2023 was 12,511, representing a decline of around 200 student FTEs compared to 2022. This decline is quite consistent with what was estimated in the budget, and this is because the effect of the extraordinary student intake during COVID-19 is being phased out and the adjustment of the number of students has started in relation to the political agreement on "More and Better Educational Opportunities Throughout Denmark", under which it was decided to cut places at the universities.

Fee-based programmes, which in 2023 generated income of DKK 173 million (diploma, MBA and master programmes etc.), generally experienced less growth compared to 2022 because diploma and MBA programmes have a little more

students whereas master programmes largely have the same attendance. The third main area, externally funded projects, has seen a growth rate of around 5%, resulting in the recognition of DKK 169 million as income in 2023. This is somewhat lower than in 2022 (14%), which was expected. Thus, revenue is DKK 1 million higher than estimated in the budget.

Finally, CBS has had a substantial increase in the sale of goods and services, which has more than doubled and amounted to DKK 26 million in 2023. This is primarily non-recurring income, and the increase should be viewed against the low level of the sale of goods and services. The baseline was thus a sale of DKK 12 million in 2022.

Expenses

The 2023 budget provided for a DKK 48 million increase in expenses from 2022 actual to 2023 opening budget. The increase ended up at DKK 40 million compared to 2022, resulting in expenses totalling DKK 1,572 million.

Staff costs have gone up by DKK 26 million from 2022 to 2023, which, with total expenses of DKK 1,057 million, is on a par with the budget. The primary reason for the increase is the general development in wages and salaries. So, the total number of staff at CBS has largely remained unchanged compared to 2022.

Figure 4: The financial statements in financial highlights

	2023	2022	2021
	(DKK'm)	(DKK'm)	(DKK'm)
Operating income	1,556	1,484	1,469
Profit/loss	-16	-47	49
Assets	1,474	1,496	1,553
Equity	436	453	500
Liquidity	97	151	229

Source: CBS

Operating expenses amounted to DKK 503 million in 2023. This is an increase of DKK 12 million, which is DKK 7 million less than estimated. The increase has primarily occurred for operation of buildings and maintenance and for IT equipment and software, which is in line with what was estimated in the budget.

Financial expenses reached DKK 12 million in 2023, thus DKK 2 million up on 2022. The primary reason is payment of higher interest on CBS' adjustable-rate loans.

Balance sheet, equity and liquidity

At year-end 2023, CBS' balance sheet total stands at DKK 1,474 million, which is DKK 22 million down on the amount at year-end 2022.

In the asset side, primarily CBS' cash and cash equivalents have been reduced as its cash has gone down by DKK 54 million to stand at DKK 97 million at year-end 2023. Total non-current assets at year-end 2023 amount to DKK 1,286 million. This is an increase of DKK 9 million, half of which can be explained by a rise in intangible development projects. Finally, receivables stand at DKK 91 million at year-end 2023, representing an increase of DKK 23 million, distributed equally between trade receivables, receivables from grant activities in progress and prepayments.

In the equity and liabilities side, mortgage debt has been reduced by DKK 33 million, now standing at DKK 336 million on the balance sheet. Conversely, short-term liabilities amounting to DKK 421 million at year-end 2023 have gone up by DKK 17 million because of a DKK 28 million increase in prepaid restricted contributions. Finally, equity has gone down from DKK 453 million at year-end 2022 to DKK 436 million at year-end 2023.

In 2023, CBS increased the total funding of future activity on externally funded projects from DKK 514 million at year-end 2022 to DKK 519 million at year-end 2023. The allocation of new funding is thus largely in line with the activity on the projects in 2023.

As mentioned above, liquidity has gone down by DKK 54 million in 2023 to stand at DKK 97 million at year-end 2023. This results from a positive change in working capital by DKK 25 million, an investment draw-down of DKK 44 million and a DKK 35 million repayment of debt. This is much better than estimated in the budget because improved performance, changes in working capital and lower investment activities all make a positive contribution.

Subsequent events

No material events have occurred from the balance sheet date to the approval of the Annual Report of significance to the 2023 financial performance.

Financial highlights

	2023	2022	2021	2020	2019	
Income statement (DKK'm)						
1	Government subsidies	1,187.6	1,143.5	1,146.6	1,135.1	-
2	Other grants	169.5	162.0	141.7	132.8	-
3	Sale of goods and services	25.6	11.8	15.5	15.4	-
4	Other income	173.0	167.1	165.6	164.1	-
5	Total operating income	1,555.8	1,484.4	1,469.4	1,447.4	-
13	Staff costs	1,057.2	1,030.8	995.5	942.4	-
14	Rent	104.0	101.8	99.0	95.7	-
15	Depreciation, amortisation and impairment losses	32.3	33.2	30.7	30.0	-
16	Loss on sale of buildings, land and tangible assets and impairment losses on for-sale buildings	-	-	-	-	-
17	Other operating expenses	367.1	356.6	286.3	288.8	-
18	Operating expenses	1,560.5	1,522.4	1,411.5	1,356.9	-
19	Profit/loss before financial income/expenses and extraordinary items	-4.7	-38.0	57.9	90.5	73.5
20	Profit/loss for the year	-16.4	-47.5	49.0	79.7	58.4
Balance sheet (DKK'm)						
21	Non-current assets	1,285.5	1,276.7	1,262.4	1,248.7	1,212.5
22	Balance sheet total	1,473.9	1,496.0	1,552.9	1,590.5	1,473.7
23	Equity	436.4	452.8	500.2	450.8	371.2
24	Non-current liabilities	539.2	574.1	613.1	726.3	642.3
Financial ratios						
25	Profit margin	-1.1%	-3.2%	3.4%	5.5%	4.1%
26	Liquid ratio	50.8%	55.0%	78.0%	96.9%	59.6%
27	Equity ratio	29.6%	30.3%	32.8%	28.3%	25.2%
28	Funding ratio	40.8%	43.6%	46.8%	54.0%	55.0%
29	Loan-to-income factor	32.0%	35.8%	38.6%	46.9%	45.0%

		2023	2022	2021	2020	2019
Staff ¹⁾						
30	Full-time academic staff	699	712	687	650	609
31	Part-time academic staff	205	210	224	230	231
32	Technical-administrative staff	738	716	698	682	694
33	Total staff FTEs	1,642	1,638	1,608	1,562	1,533
	Headcount	2,549	2,647	2,647	2,554	2,482
	Full-time academic staff	773	805	800	753	726
	Part-time academic staff	798	813	830	818	782
	Technical-administrative staff	715	712	703	684	674
	Number of student assistants and invigilators ¹⁾	263	317	314	299	300
	Number of permanent international researchers at CBS	196	201	185	173	178
Study activity – ordinary programmes						
34	Theory student FTE	12,551	12,765	13,031	12,448	12,407
35	Internship student FTE	-	-	-	-	-
36	Student FTE subsidised by other ministries	-	-	-	-	-
37	Total student FTE on ordinary programmes	12,551	12,765	13,031	12,448	12,407
38	No. of students admitted to business academy programmes	-	-	-	-	-
39	No. of students admitted to professional bachelor programmes	-	-	-	-	-
40	No. of students admitted to bachelor programmes ²⁾	2,889	2,729	2,861	2,841	2,800
41	No. of students admitted to master programmes	3,424	3,254	3,069	3,516	3,140
-42	No. of students admitted to other ordinary programmes	-	-	-	-	-
43	Total no. of students enrolled on ordinary programmes	15,494	15,287	15,757	15,600	15,383
	No. of bachelor students	8,124	8,127	8,178	7,940	7,606
	No. of master students	7,370	7,160	7,579	7,658	7,777
44	No. of business academy graduates	-	-	-	-	-
45	No. of graduated professional bachelors	-	-	-	-	-
46	No. of graduated bachelors	2,251	2,176	2,054	2,006	1,985
47	No. of graduated masters ³⁾	2,866	3,112	2,880	3,233	3,074
48	No. of graduates from other ordinary programmes	-	-	-	-	-

	2023	2022	2021	2020	2019	
Study activity – part-time programmes/open university						
49	Student FTE – part-time programmes/open university, higher education programmes ⁴⁾	1,537	1,441	1,616	1,471	1,476
50	Student FTE – part-time programmes/open university, non-higher education programmes	-	-	-	-	-
51	Total student FTE – part-time programmes/open university	1,537	1,441	1,616	1,471	1,476
No. of graduates on master and diploma programmes ⁵⁾						
	No. of diploma students	3,456	3,263	3,438	3,404	3,394
	No. of executive master/MBA students	1,722	1,638	1,648	1,539	1,585
Study activity – commercial activities (DKK'm)						
52	Study activity – commercial activities	0.7	0.7	0.0	0.1	0.1
Internationalisation ⁶⁾						
53	No. of outgoing students (exchange students)	1,269	1,072	460	1,387	1,485
54	No. of ingoing students (exchange students)	1,111	980	484	1,168	1,106
55	No. of full-programme international students in Denmark	3,693	3,177	3,498	3,844	3,926
	No. of cooperation and development agreements for exchange students	287	289	291	295	296

		2023	2022	2021	2020	2019
PhD programmes						
56	No. of PhD fellows enrolled ⁷⁾	168	192	199	208	209
57	No. of re-enrolled PhD fellows	33	33	42	44	63
58	No. of approved PhD theses	44	48	39	31	31
Research and dissemination						
	No. of research publications	1,603	1,680	1,641	1,705	1,596
59	No. of patent applications pending	0	0	0	0	0
60	No. of invention applications pending	0	0	0	0	0
61	No. of projects with the Danish business community ⁸⁾	184	170	136	107	132
62	No. of external projects	365	349	307	271	281
63	Financial value of cooperation with the Danish business community (DKK'm)	79.2	78.4	69.0	52.3	56.6
	No. of Career Partners ⁹⁾	39	43	45	56	52
Buildings						
64	Total building space (gross area in sq m)	138,275	138,149	135,843	132,577	132,577

Notes to the financial highlights table

The financial highlights table has been compiled based on the Danish Agency for Higher Education and Science's guidelines for the preparation of annual reports. The numbering of financial highlights is consistent with the specifications therein. Being a university, CBS is not required to report financial highlights for numbers 6-12, for which reason these numbers are not evident from the table. As a supplement, CBS has provided additional relevant financial highlights that are not numbered in the table, as per the possibility to do so under the guidelines.

- 1) The number of student assistants has gone down from 2022 to 2023. There are generally fewer student assistants across CBS, although the departments in particular have experienced a decline. However, the departments also have the largest share of student assistants. Note that the number of permanent international researchers at CBS is calculated as headcount. Under CBS' international profile on page 25, the number of international faculty members has been calculated as FTE and also includes non-permanent academic staff.
- 2) The number of students enrolled at bachelor and master level has increased because the rate of utilisation relative to the number of study places has gone up.
- 3) The number of graduated masters has gone down compared to 2022. The reason is a similarly low student intake in 2021.
- 4) The number of student FTEs on part-time programmes has gone up on 2022 due to increased study activity within continuing education programmes.
- 5) The number of graduates on master and diploma programmes has increased compared to the number in 2022, and in 2023 it is on a par with pre-2022. The increase is the outcome of more activity.
- 6) Generally, the increase in key ratios on internationalisation is a result of this area being in the process of normalisation in relation to the COVID-19 pandemic.
- 7) The number of PhD fellows has declined from 2022 to 2023, and this can be explained by a relatively low number of re-enrolled PhD fellows over the last couple of years and a relatively high number of approved PhD theses. Also, PhD theses have been written without leading to a PhD degree.
- 8) The number of projects with the business community has gone up in 2023 compared to 2022, and their financial scope has increased as well. However, relatively, the number of projects has increased more.
- 9) CBS Careers implemented a simplification of CBS' Career Partnership model, which has resulted in a reduction in the Career Partnership Network.

Report on the strategic framework agreement

In 2021, CBS entered into a strategic framework agreement with the Minister for Higher Education and Science for the period 2022 to 2025. CBS has started and completed a number of initiatives in 2023 in order to realise the five goals arranged in this framework contract. The overall assessment is that headway has been made in realising these goals based on the initiatives launched, the results already achieved and activities planned. Below, each goal is assessed, representing the conclusions from the progress report on the strategic framework agreement for 2023.

The complete progress report is disclosed on cbs.dk/rammekontrakt.

Strategic goal 1: Ensuring that CBS' knowledge plays a part in solutions to big societal issues

Overall, CBS estimates that the goal is developing satisfactorily.

The underlying basis of the assessment is a mainly positive development in the indicators set along with satisfactory headway in this year's activities and the activities planned for the years ahead. So, CBS expects to complete the goal by the end of the term of the agreement.

Developments in 2023 underpin the continuously high quality and relevance of CBS research both when it comes to disciplinary and interdisciplinary research and when it comes to attracting external funding.

CBS has in 2023 recorded a positive development in the number of publications in prestigious journals. The AJG 4* indicator has declined a little although this is due to the three-year calculation because the number of AJG 4* publications was exactly the same in 2023 as in 2022 (48 articles). The AJG 4 indicator is up and so is the number of research articles not related to SSH.

The external funding indicator is rising. In 2023, CBS obtained less funding than in the record year of 2022 when, for example, CBS received funding for a centre of excellence but since this indicator is determined as a three-year average, it is on the rise.

This sustainably high level reflects that CBS researchers do excellent and relevant research and are backed by well-qualified research support.

However, it is evident that the indicator for new large projects with external partners has dropped from 11 projects in 2022 to three projects in 2023. These are three EU projects. Since the indicator is determined on an annual basis and not on a three-year basis, some year-on-year fluctuation must be expected. It should also be pointed out that the opportunity to attract large grants is dependent on the funding offered, and this too varies from year to year.

Strategic goal 2: Ensuring that CBS graduates acquire skills that match the future needs of the business community

Overall, CBS estimates that the goal is developing satisfactorily.

The underlying basis of the assessment is a positive development in the indicators set along with satisfactory headway in this year's activities and the activities planned for the years ahead. So, CBS expects to complete the goal by the end of the term of the agreement.

CBS graduates are still in high demand by businesses. Unemployment figures for CBS graduates are now as low as they possibly can be, with only 3.4% of new graduates being jobless. This is the lowest among all universities and below the average for all social science programmes. Many CBS graduates are employed by the private sector (87%).

The number of classes completed by academic staff has gone up further in 2023, which is a result of more academic staff having been hired in recent years to strengthen research-based teaching, and this staff is now doing full-scale teaching. However, CBS expects the number of academic staff to be lowered a little in the coming years, for which reason it must be expected that the indicator will stagnate in the years ahead or even see a slight decline.

The prerequisite for completing this strategic goal is a successful implementation of Nordic Nine on all degree programmes. As described in the framework agreement, Nordic Nine is a set of nine transformative capabilities that combine basic business skills with broader human and societal aspects. The aspiration is that these nine capabilities will better enable students to help deal with the complex issues of tomorrow.

Nordic Nine is to be implemented at programme and course level. All capabilities profiles and course descriptions have been revised so that Nordic Nine is clearly reflected in the purpose and elements of each programme. All capabilities profiles were revised and approved in 2022, and course descriptions have subsequently been adjusted to match the capabilities profiles approved.

Strategic goal 3: Increasing diversity among staff and students at CBS

Overall, CBS estimates that the goal is developing satisfactorily.

The underlying basis of the assessment is satisfactory headway in this year's activities and the activities planned for the years ahead and an acceptable development in the indicators set. So, CBS still expects to complete the goal by the end of the term of the agreement.

CBS continues to recruit faculty at a high international level. Yet progress in 2023 has not been the same as in 2022 which was a relatively good year with regard to the quality of publications of the recruited staff.¹

The composition of CBS' body of researchers is diverse in terms of nationality, meaning that the citizenship of 52% of the researchers is not Danish.

CBS does not expect the two indicators on diversity in the body of students and the staff to develop significantly over the term of the agreement, one of the reasons being that they measure by number. Even so, CBS has already carried out many activities and plans to carry out more to up diversity.

One particular challenge is to improve diversity of CBS' body of students. Skewed gender balances still exist in some degree programmes. Moreover, the socioeconomic and geographic diversity in CBS' student intake from Denmark is not as broad as we would like it to be.

CBS would like to help improve education opportunities in the Zealand Region but does so in collaboration with and as agreed with the other providers in the Region – universities, university colleges and business academies. It is not CBS' intention to set up competing educational opportunities in the Zealand Region that could dilute the basis underlying enrolment in existing programmes in the Region.

The reduction of study places in Frederiksberg and the upcoming dimensioning of the bachelor student intake will make it harder to improve the socioeconomic and geographic diversity in CBS' student intake. With the current enrolment system and the massive influx to CBS, the struggle for study places, and hence the thresholds, will intensify, which – all things being equal – will favour students with a socioeconomically advantaged background.

Strategic goal 4: Fostering the academic development and well-being of CBS students

Overall, CBS estimates that the goal is developing satisfactorily.

The underlying basis of the assessment is satisfactory progress in this year's activities and the activities planned for the years ahead. Most of the indicators of the goal are determined every other year, and they have therefore not been determined for 2023. CBS expects to complete the goal by the end of the term of the agreement.

2023 has seen an increase in the dropout rate in the first academic year of both bachelor programmes and master programmes. Compared with other universities and the main study area of social sciences, CBS still has a relatively low dropout rate. CBS students typically drop out in their first year of study (dropout at a later time is generally very low), which is considered an advantage as this ensures quick clarification. Previous data on students having dropped out from CBS point to many of the dropouts choosing a new CBS programme after they de-enrolled from their original programme.

1) In brief, the indicator method is the inventory year indexed against the baseline year of 2020 with a value of 1.00.

For reasons related to calculation techniques, the first-year dropout rate on master programmes is expected to go up for future classes and so to stabilise at a slightly higher level.²

The bachelor programmes in particular have seen an increase in the first-year dropout rate, which is an element of attention. The reasons for this increase are multiple although uncertainty about the programmes offered has a bearing on students' considerations and study choices. In 2022, CBS experienced that uncertainty among students with respect to the reform of the MSc programmes caused doubts about study choices of both enrolled students and applicants. This is experience that CBS intends to incorporate in the communication and guidance about the upcoming reform of the MSc programmes that will presumably cause doubt in the students enrolling on bachelor programmes from 2025 and onwards.

The active efforts to strengthen the students' academic development and well-being will continue through the strategic initiative Student Life Transitions and Well-being. In this context, special focus will be on the "big transitions", like the transition between youth education programmes and bachelor programmes, where we know that students can be particularly vulnerable.

Strategic goal 5: Ensuring that CBS promotes lifelong learning and leads the way in the development of the "learning society"

Overall, CBS estimates that the goal is developing satisfactorily.

The underlying basis of the assessment is the development in the indicator set for increasing continuing education activity along with satisfactory headway in this year's activities and the activities planned for the years ahead. So, CBS still expects to complete the goal by the end of the term of the agreement.

CBS has in 2023 seen increasing activity in its existing continuing education portfolio measured by the indicator set. CBS has recorded a rise of around 4.5% in the number of student FTEs on diploma and master programmes relative to the baseline (2020) and around 6.7% relative to 2022. It is satisfactory that activities are going up again across diploma and master programmes.

As for the general aspiration to promote lifelong learning and lead the way in the development of the "learning society, 2023 has been marked by further development and projectification of the engagement model developed as well as presentation of the model to the public. A project plan was completed in 2023 for CBS' aspirations to develop lifelong learning concepts.

Based on this, five pilot projects have been developed that cover all three primary focus areas of the engagement model: linkage from bachelor/master programmes to the first year on the labour market, continuous acquisition of new knowledge and skills, and the opportunity to "give something back" and to "teach".

In 2023, management focus on continuing education has been intensified. CBS has appointed a vice dean and engaged a new director for this area who are together to head the strategic and organisational development of the area.

Together with Akademikerne (Danish Confederation of Professional Associations), CBS has established "The Alliance for Lifelong Learning", which is to be a forum across employers, employees and universities to develop lifelong learning frames for academics at large – and not just the new 1.25-year graduates that the reform of the MSc programmes has focus on.

2) As a consequence of the conversion of the current MSc courses into a number of separate MSc programmes effective from 2024, shifts on MSc programmes will to a greater extent than before be recorded as dropout for reasons related to calculation techniques.

Outlook for the next year

Financial outlook

The CBS 2024 budget has been prepared assuming that no major financial fluctuations or uncertainties will arise with respect to developments in wages and salaries, inflation or interest rates.

The budget provides for the anticipation that 2024 will see a moderate increase in wages and salaries arising from the collective agreement in the government area because no collective agreement for 2024 had been signed at the time of preparation of the budget. In the period from CBS' preparation of its budget and until the issuance of the Annual Report, the negotiations about the collective agreement for government employees have been completed, and the rate is somewhat higher than budgeted for. This involves additional expenditure for CBS that will have to be covered by compensating cost savings. Inflation has gone down in 2023, and expectations are that it will remain at the same low level in 2024. The interest rate level has stabilised as well and is not expected to rise further in 2024.

That is why CBS expects a more stable economic environment in 2024 which, combined with continued focus on tight financial control at CBS, will improve financial performance. The budget thus provides for a loss of DKK 6 million from ordinary operations in 2024, which is DKK 10 million better than in 2023 and DKK 41 million better than in 2022.

Moreover, CBS is in the process of selling two small administrative buildings in Frederiksberg that are expected to generate a considerable extraordinary income.

Income statement

Income is expected to be DKK 1,608 million in 2024, which is close on 3% up on the amount for 2023. With respect to government funding, it is primarily the indexing of income explaining the increase as CBS activities are generally expected to be on a par with 2023. However, the budget provides for a positive effect as more study places are offered under rate 2 of the activity-based funding scheme (STÅ). Income from externally funded projects and continuing education programmes is expected to increase by a few per cent whereas the sale of goods and services is estimated to go down. The explanation for this decline is the loss of some non-recurring income in 2023 so that, net of this in-

come, the sale of goods and services is expected to be on a par with 2023.

CBS estimates expenses to total DKK 1,614 million in 2024, which is close on 3% on 2023. Payroll costs which account for around two-thirds of CBS' total expenses are expected to be on a par with 2023, and this includes expected increases in wages and salaries.

In the autumn of 2023, CBS carried out an adjustment of its staff, and this, combined with tight control of new appointments in 2024, is considered to be sufficient to keep payroll costs unchanged.

Operating expenses are expected to go up by around 8%, arising from various activities. The most significant activity is the implementation of a new programme administration system.

Liquidity, debt and budget forecast year

Traditionally, CBS' focus has been on equity as a benchmark for whether it was possible to accommodate more or less expansive finances. This focus has changed in the last couple of years so that the benchmark is equity combined with debt and liquidity needs.

In the past 5-6 years, CBS has not incurred any new debt but instead repaid it. CBS is now facing an increasing need to invest, for which reason it will become necessary to incur new debt in the years ahead.

Particularly the new programme administration system and the renovation of the existing building stock, and particularly Solbjerg Plads, will affect the need for liquidity in the next 3-5 years and entail that new loans will have to be raised. Since debt repayment continues at the same time, total debts are not expected to increase significantly during the period.

Besides a budget for the year ahead, CBS also prepares a forecast on developments for the next three years. This budget forecast is based on the assumption of continued financial performance. Expectations are that again in 2025 operations will generate a profit of DKK 11 million and that this profit will increase to DKK 19 million and DKK 21 million, respectively, over the next two years.

Being an independent institution under the government, it is not CBS' objective to generate profit. To have a current buffer to withstand fluctuations in finances, the aim is to have a profit of 1-2% of revenue, viewed over some years.

Other expectations

Reform of the programme portfolio in 2024

In 2022, CBS carried out a reform of its MSc programme portfolio, abolishing the existing structure and converting the then 14 MSc courses into 10 separate MSc programmes. CBS launched the Strategic Programme Portfolio Review project in 2023 that is to plan a major reform of the remaining bachelor and master programmes at CBS. CBS' overarching goal was to strengthen the entire programme portfolio, make it clearer to future students and recruiters, and to maintain the academic breadth of CBS' research and programmes.

As part of the work in the Strategic Programme Portfolio Review, CBS has in 2023 carried through a number of workshops and analyses to map out opportunities for reforming the current programme portfolio. The work was done by involving students, administrative staff and academic staff.

The project is entering a new phase in 2024 when decisions are to be made on a new programme portfolio, organisation and governance of full-time programmes. An overall proposal for a reform of the portfolio has been prepared based on input from the organisation. CBS expects to make a final decision on the reform based on consultation of the entire organisation in the spring of 2024.

Reform of master programmes

In addition to the Strategic Programme Portfolio Review, the political agreement to shorten master programmes (Reform of University Degree Programmes in Denmark) will be of great significance to the CBS programme portfolio.

The reform entails that, overall, universities must convert 30% of their two-year master programmes into corporate graduate programmes and 1.25-year master programmes and gradually lower the bachelor enrolment by 8% from 2025.

The political agreement was entered into in 2023, although implementing the agreement still remains. CBS and the other eight universities participate in the implementation, for example, under the auspices of the appointed Master Programme Committee, which is to present proposals for the specific form of the new master programme landscape.

The agreement on master programmes is one of the largest reforms in the university area in modern times. That is why CBS will spend considerable resources in 2024 on coordinating and preparing the coming implementation of the agreement in dialogue with students, teachers, recruiters and external partners.

The final decision to implement the agreement on master programmes is expected to be in place in the autumn of 2024.

Strategic campus development

In 2024, CBS will move into a new lease in Peter Bangs Vej that comprises classrooms, breakout rooms, examination rooms and studio facilities for interactive teaching. CBS will in 2024 also sell two small buildings, one at Porcelænshaven 7 and one at Steen Blichers Vej 22. Next year, CBS will go over the property portfolio with a view to optimising area use and establishing more teaching facilities to meet future pedagogic needs. CBS has allocated more funds from 2024 and onwards to increase current maintenance of buildings. Furthermore, in the years ahead CBS intends to make a thorough renovation of the roof and facade of the Solbjerg Plads building and of the canteen production kitchens. These extraordinary maintenance activities are expected to be funded through the sale of real property or the termination of leases and through additional loan finance.

Continued focus on accreditation

CBS is working on achieving positive a national accreditation in early 2025. The preparations for this have started, and the actual accreditation process will be launched in 2024. Accreditation is a massive task spreading across CBS and will therefore require considerable resources in 2024. Positive accreditation is also a prerequisite for CBS being able to adjust its programme portfolio without every time having to undergo a ministerial approval process.

Internationally, CBS is by mid-2024 to file an application with the AACSB (Association to Advance Collegiate Schools of Business) for re-accreditation in order to prepare for the actual re-accreditation process which runs throughout 2026 and 2027.

Continued focus on AI in teaching

CBS will keep up its focus in 2024 on integrating AI in teaching. In the autumn, all directors will undergo a competence development course with focus on AI while competence development opportunities for teachers will continue.

In addition, CBS will develop an opportunity for students to use AI in learning processes and develop and adopt a set of principles for how CBS wants to use AI at the university in a constructive, ethical and responsible manner.

New programme administration system and increased digitalisation

The efforts to digitalise administrative work processes in the organisation will continue in the year ahead. One future milestone will be the roll-out of a new programme administration system. CBS and six other universities have found a supplier for a joint solution, and in 2024 CBS will collaborate with the supplier on setting up the system for the six Danish universities.

The roll-out of the system will be prepared at the same time, which will include reviewing and aligning CBS processes, adapting the systems landscape and supporting directors and staff at CBS so that they will be ready to work with the new common processes. The new system is to replace the retire-ready system STADS and to assist in optimising and streamlining workstreams throughout the programme administration, better service for students and better management information. The increased digitalisation will improve CBS' data infrastructure in 2024, and utilising the improved quality of data will be a particular focal point. Digital developments will also make it possible to further develop the organisation's overall competences within AI and automation.

Updating of the REEAD model

Societal impact is a key element of CBS' strategy, and CBS aims at contributing to the social and economic development of society.

Figure 5: The REEAD Model

- Research: investigations and scholarly publications according to the tradition of the field.
- Education: teaching and other educational activities.
- External funding: fundraising for specific research projects and/or groups.
- Academic citizenship and management: a variety of activities that include organising seminars and leading a research project.
- Dissemination: explaining research in the media and engaging with the business world and society at large.

In 2024, CBS will support its impact efforts further by adjusting the frames for researchers' advancement. At CBS, advancement is very much defined by the so-called REEAD model. Using a series of criteria, the REEAD model describes what CBS expects from each researcher, and what it takes to go from one job category to another, for example, from being a PhD student to becoming a professor. REEAD stands for Research, Education, External funding, Academic Citizenship and Dissemination.

CBS will in 2024 work on updating the REEAD model to the REEADS model. Under the new model, the "Dissemination" criterion is revised to "Dissemination and Societal impact". In this way, the model will to a higher degree give credit for the efforts many researchers put into societal impact.

Geographical diversity among students

It is CBS' ambition to enhance diversity among students and to have a body of students that better reflects society. CBS will therefore adjust the scope for quota 2 enrolment on CBS' bachelor programmes in 2024. These adjustments will involve, for example, changes in specific entry requirements, less weight on activities such as stays abroad and more focus on diversity in the assessment of motivation letters.

Additionally, CBS will give weight to work experience from so-called "less developed and transition regions" in the EU, which goes for the Zealand Region in Denmark.

The new scope for quota 2 will take effect for the quota 2 enrolment in 2024. This scope of enrolment is linked to CBS' ongoing work with the Masterclasses concept where CBS visits multiple Zealandic upper secondary schools to provide insight into the programmes and learning environment of CBS.

CBS will intensify the concept in 2024 as well as review material and communication used to give information about CBS' programmes to potential applicants in order to attract a more diverse group of applicants.

New president

After nearly five years in the role of president of CBS, Nikolaj Malchow-Møller resigned at the end of 2023. CBS is therefore to appoint a new president in 2024.

Expectations are that this will be in place during the summer of 2024. In the meantime, Deputy President Inger Askehave has been appointed Acting President.

*CBS in
numbers*

International profile

3

international accreditations

CBS is "Triple Crown Accredited" – meaning that we are accredited by EQUIS, AMBA and AACSB. This is an acknowledgement shared by less than 1% of business schools worldwide.

32

programmes in English

CBS offers a wide variety of full-time bachelor and master programmes taught in English.

287

partner universities

CBS has exchange agreements with 287 universities and business schools worldwide.

3,693

full-degree students

25% of students at CBS are international.

93

student nationalities

Students from 93 different countries are enrolled at CBS.

363

international faculty members, full-time equivalent (FTE)

EXCHANGE STUDENTS

1,269

exchange students

In 2023, CBS sent 1,269 students on international exchange and received 1,111 exchange students from all over the world.

North America

243 ingoing 307 outgoing

Europe

507 ingoing 590 outgoing

Africa and Middle East

3 ingoing 15 outgoing

Central and South America

59 ingoing 51 outgoing

Asia and Oceania

299 ingoing 297 outgoing

Programmes in numbers

Source: CBS and the Ministry of Higher Education and Science

BACHELOR STUDENTS

Total applicants
17,116

Applicants, first priority
6,107

Enrolled
2,889



45% women 55% men

Graduates
2,251



45% women 55% men

MASTER STUDENTS

Total applicants
13,726

Applicants, first priority
7,289

Enrolled
3,424



50% women 50% men

Graduates
2,771



50% women 50% men

Background of students enrolled

CBS students	64%
Other Danish educational institutions	12%
Foreign universities	24%

Graduates employed



CONTINUING EDUCATION

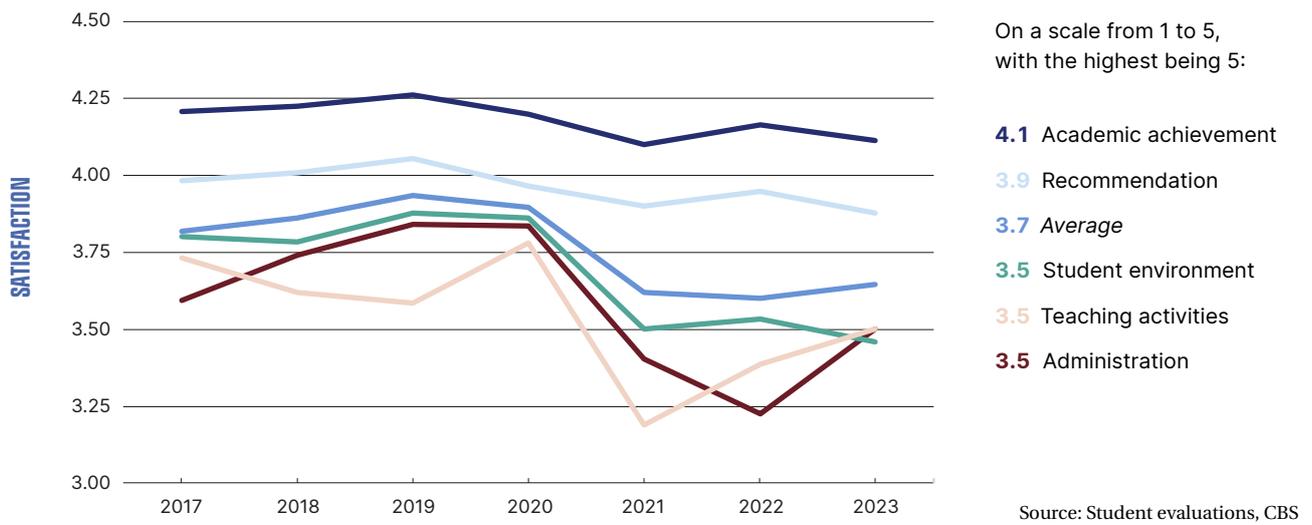


Number of students
5,173

Graduates
1,169

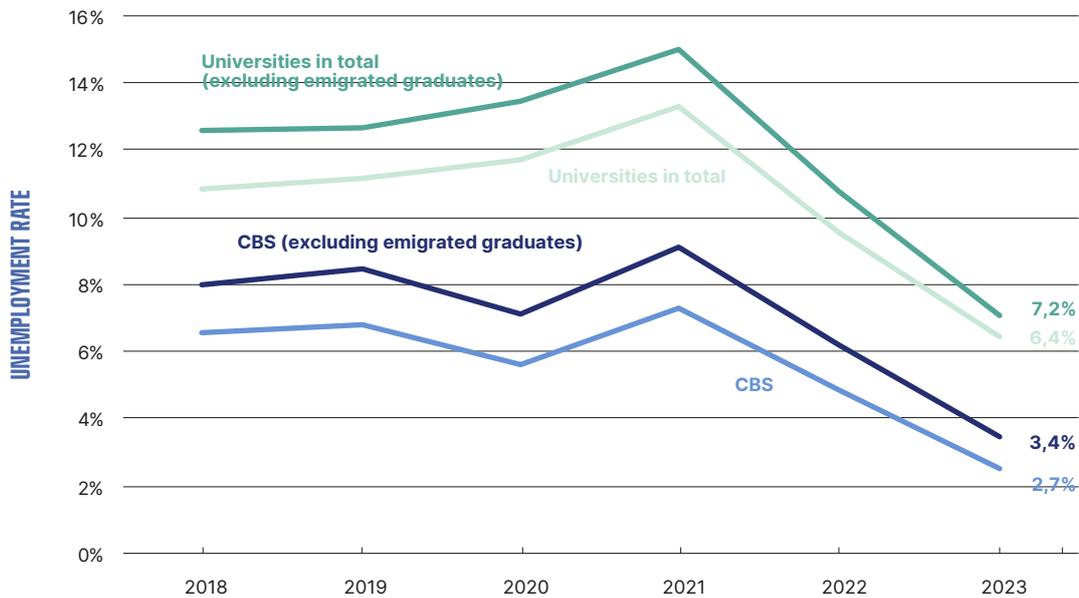
36% women 64% men

STUDENT SATISFACTION



UNEMPLOYMENT RATE FOR GRADUATES

Calculated 4-7 quarters after graduation

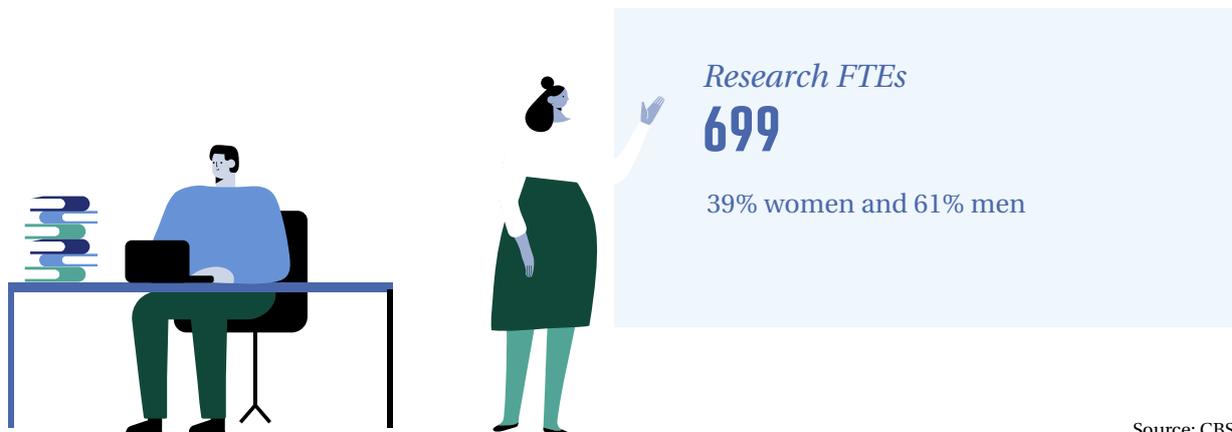


For "excluding emigrated graduates", the unemployment rate is only calculated in the quarters in which graduates are in Denmark.

Source: Danish Ministry of Higher Education and Science

Academic staff in numbers

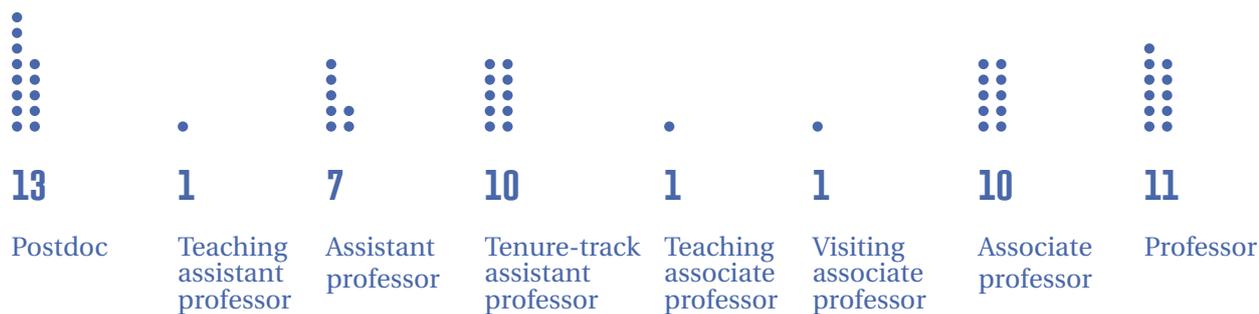
Number, recruitment and composition



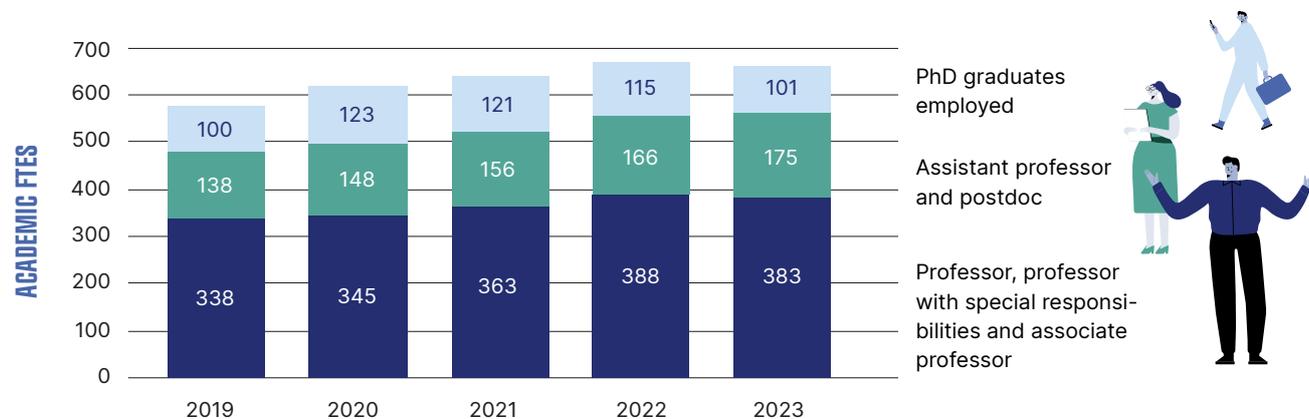
Source: CBS

RECRUITMENT OF ACADEMIC STAFF

By category of position



COMPOSITION OF RESEARCH FTEs



The figure does not include research assistants and senior consultants

Source: CBS

Research in numbers

Funding and publications

FUNDING

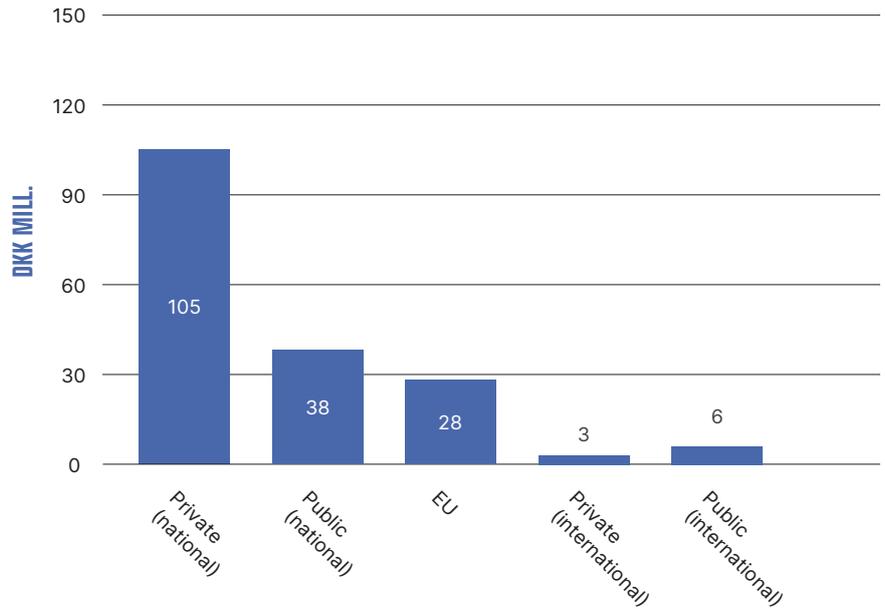
Basic research funds

DKK 429 mill.

Externally funded research, activity

DKK 163 mill.

Externally funded research, grants provided for the year



PUBLICATIONS

Number of publications in categories 4* and 4 on the Academic Journal Guide list (AJG) and on the Financial Times 50 list (FT 50):

48 AJG 4* publications

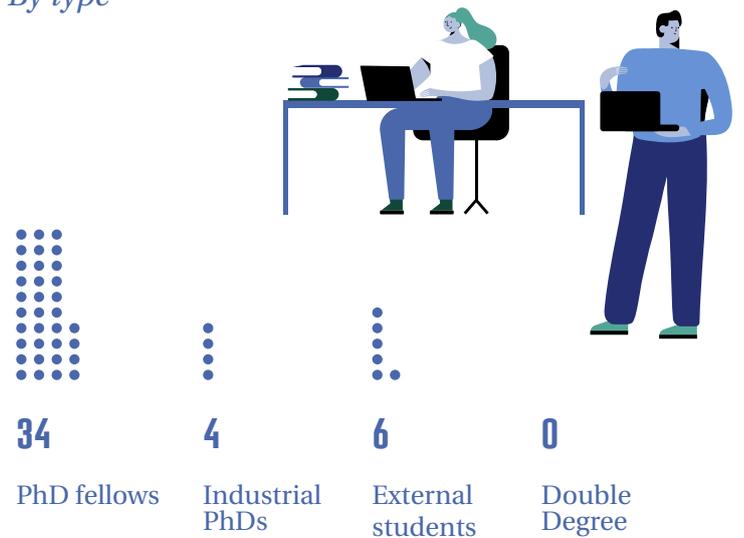
70 AJG 4* publications

57 FT50 publications

Source: CBS

PHD DEGREES

By type



Source: CBS

*ESG key figures
and ratios*

Introduction to and comments on selected ESG key figures and ratios

Introduction

CBS reported on selected ESG ratios for the first time in 2020 when a base containing figures was established for 2019 and 2020.

CBS has initially opted to align with the recommendations of the Institute of State-Authorised Public Accountants in Denmark for relevant target metrics and to build a time series based thereon. So, now CBS has five years worth of data, and therefore the trends in data should become increasingly clearer. However, this is the case only in part since COVID-19 affects 2020 and 2021 metrics quite massively.

Comments on selected ESG ratios

The impact of COVID-19 is obvious particularly for water consumption as this soared in 2022 compared to 2020 and 2021. 2023 has seen a slight decline in water consumption relative to 2022. CBS was closed down in January 2022, for which reason 2022 does not reflect a full year unimpacted by COVID-19, yet there is an improvement compared to 2019. The measure also illustrates another challenge when it comes to bringing down consumption. Water consumption is highly governed by the behaviour of the many thousands of people every day moving around CBS. This is why it is imperative – besides ensuring the use of energy-efficient solutions – to also influence behaviour.

An additional reduction in energy consumption is also seen in 2023. The explanations are that CBS has continuously implemented various energy-saving measures, one of them has been to lower the temperature in buildings, and that there is probably considerable awareness in the population about potential energy shortage and hence the need to change behaviour. It will be interesting to see if this change in behaviour will last.

Besides the reduction in energy consumption, the decline in CO₂e Scope2 is positively affected by electricity in 2023 having been produced by wind power, for which reason the emission factor for electricity was lower.

For some years, CBS has experienced an increase in staff FTEs.

Staff FTEs for 2023 remain the same as for 2022, which should be viewed in the light of CBS' higher focus on developments in costs.

Staff turnover increased by 2 percentage points from 2022 to 2023. Primarily academic staff has experienced an increase in staff turnover. PhDs and research assistants have seen the largest turnover. With technical-administrative staff, staff turnover has largely remained unchanged compared to 2022.

Sickness absenteeism has gone down in 2023 compared to 2022 when this was unusually high. Note that the implementation of a new HR system in Q4 2023 means that CBS has opted not to use data for this period. Therefore, 2023 data cover the period October 2022 to September 2023.

The share of first-year bachelor programme drop-outs has increased from 2022 to 2023. This is no one cause for this but CBS is aware of the increase and will monitor developments closely.

The ESG ratios provide an overall picture of the situation and developments at CBS, however, since they are aggregated ratios, they do not necessarily capture the nuances.

The gender balance in the number of employees is 50/50, encompassing great variances for academic, part-time academic and technical-administrative staff. The measures for the three subgroups were analysed in connection with the year-end closing, and the conclusion is that there has not been any notable development in the underlying figures in 2023 either.

Read more about the method used in the appendix 'Methods used to calculate ESG data' at the back of the Annual Report.

Statement of ESG key figures and ratios

	Environmental – climate and environmental data	Unit	2023	2022	2021	2020	2019
1.1	CO2e Scope 1	mtu	20 tonnes	22 tonnes	19 tonnes	22 tonnes	19 tonnes
1.2	CO2e Scope 2	mtu	844 tonnes	1,089 tonnes	1,232 tonnes	1,213 tonnes	1,807 tonnes
1.3	Energy consumption	MWh	10,868 MWh	11,982 MWh	14,740 MWh	12,184 MWh	13,761 MWh
1.4	Renewable energy share	%	91%	91%	88%	80%	80%
1.5	Water consumption	m3	25,401 m3	25,910 m3	19,665 m3	19,585 m3	33,013 m3

Re 1.1 and 1.2 The ratios for 2019 and 2020 have been recalculated because further information has been obtained.

	Social – social data	Unit	2023	2022	2021	2020	2019
2.1	Workforce of full-time employees	FTEs	1,642	1,638	1,608	1,562	1,533
2.2	Gender diversity	%	50%	50%	50%	49%	50%
2.3	Gender diversity for other management levels	%	38%	35%	33%	29%	30%
2.4	Gender pay gap	Times	1.12	1.12	1.15	1.14	1.16
2.5	Employee turnover rate	%	13.2%	11.30%	10.9%	9.8%	10.7%
2.6	Absenteeism	Days/FTE	7.6	9.6	8.0	6, 7	7.1
2.7	Dropped out on first year of bachelor programme	%	12.7%	10.1%	10.2%	9.6%	11.0%
2.8	Dropped out on first year of master programme	%	3.2%	2.8%	2.6%	2.7%	3.5%

	Governance – governance data	Unit	2023	2022	2021	2020	2019
3.1	Gender diversity on the Board of Directors	%	45.5	55%	55%	45%	36%
3.2	Attendance at board meetings	%	93.2	91%	96%	96%	95%
3.3	Pay gap between CEO and staff	Times	2.8	2.8	2.8	2.8	2.9

*Financial
statements*

Summary of significant accounting policies

Basis of accounting

The financial statements are prepared in accordance with the Danish State Accounting Act, Ministerial Order no. 116 of 19 February 2018 on state accounting etc., the Financial Administrative Directions prepared by the Ministry of Finance, Ministerial Order no. 778 of 7 August 2019 on the University Act, Ministerial Order no. 1611 of 28 December 2022 on funding and auditing etc. at universities, and the directions and instructions on financial statements issued by the Danish Agency for Higher Education and Science.

The annual report is presented in DKK thousands and has been prepared on a cost basis. The accounting policies used in the preparation of the financial statements are consistent with those of previous years.

Common chart of accounts and allocation by purpose

Effective from 2021, CBS has implemented the common chart of accounts for educational institutions under the Danish Ministry of Higher Education and Science. Refer to the section on exemptions approved by the Danish Agency for Higher Education and Science for a more detailed description of matters varying from the directions on the common chart of accounts.

The allocation of income and expenses by purpose takes place using the Ministry of Higher Education and Science's directions on the common chart of accounts. The common chart of accounts comprises the dimensions of type, sub-account, location and purpose. The common chart of accounts is used consistently with the Ministry of Higher Education and Science's classification and allocation guidelines, including related models and instructions. Expenses not directly attributable to a specific purpose are allocated consistently with the directions in chapter 6 of the 2023 classification and allocation guidelines.

Allocatable expenses are broken down into cost pools for payroll costs and operating expenses, respectively. A key item to be allocated is payroll costs for education programme purposes. The allocation takes place primarily using staff FTEs.

For other allocations, mainly the specific calculations of consumption or payroll are used as an allocation method.

Annual report template

The annual report for 2023 has been presented in accordance with the common annual report template for educational institutions under the Ministry of Higher Education and Science.

Exemptions

CBS has been granted exemption by the Agency for Higher Education and Science from the following areas in the annual report for 2023:

- Presentation of expenses by purpose in the income statement, see the Agency's letter of 9 June 2021.
- Five-year comparative figures in the financial highlights table for the income statement and presentation of expenses by purpose in note 5, where changes in format make it disproportionately difficult to reproduce them. The exemption only applies to 2019 in the financial highlights table for the income statement.
- CBS has in 2023 obtained an extension of the exemption from recording on accounts 12.XX/17.XX and 22.50.XX of transactions with municipalities, regions, central government and independent institutions, refer to the Agency's email memorandum of 23 October 2023.

Basis of accounting

Basis of recognition and measurement

Assets are recognised in the balance sheet when they are expected to be used for more than one financial year and can be measured reliably. Liabilities are recognised in the balance sheet when they are likely to occur and can be measured reliably.

Foreign currency translation

Transactions denominated in foreign currencies are translated into Danish kroner at the exchange rates at the date of the transaction. Monetary items denominated in foreign currencies are translated into Danish kroner at the exchange rates at the balance sheet date. Realised and unrealised foreign exchange gains and losses are recognised in the income statement as financial income or financial expenses.

Income statement

Income

Government funding allocated directly to CBS is recognised as income in the year to which it relates. Government funding, including estimated performance-based income, is received as monthly amounts on account based on estimated student FTEs. In October, the actual number of student FTEs is computed, and the amounts received in the last months of the year are adjusted accordingly.

External grants and donations subject to specific conditions are recognised as income as costs are incurred. External grants and donations that are not subject to specific conditions are recognised as income when received.

Tuition fees for part-time education/open university programmes and income from other sales or renting are recognised as income in the year to which the income relates.

Expenses

Expenses are recognised in the year to which they relate; goods and services are recognised at the time of delivery. Financial expenses comprise interest, fees, etc. relating to loans and amortisation of capital losses in connection with loan refinancing. If the refinancing results in a capital loss of 10% or more, the capital loss is written off, whereas the loss is distributed over the remaining life of the rescheduled loan if it is lower than 10%.

Tax liability

CBS is not liable to tax.

Balance sheet

Within the framework of the Ministerial Order, CBS has decided the following:

- The lower threshold for recognition of non-current assets is DKK 100,000.
- Assets are not lumped.
- Cost and production inventories are not capitalised.
- New buildings put into service before 2011 are depreciated over 100 years, completely renovated buildings put into service before 2011 are depreciated over 80 years, other buildings are depreciated over 50 years from the date they are put into service. Buildings put into service after 1 January 2011 are depreciated over 50 years.

A materiality threshold of DKK 100,000 has been set for the recognition of isolated improvements.

Non-current assets

Assets are measured at cost less accumulated amortisation/depreciation and impairment losses. Amortisation/depreciation is provided using the straight-line method, and residual values are not taken into account. Government rules do not allow other methods of accounting.

Intangible assets

Intangible assets comprise completed development projects, patents, acquired concessions, licences, etc. Intangible assets are amortised from the date they are put into service over the following useful lives:

- Proprietary IT systems: 8 years
- Improved standard IT systems: 5 years
- Patents: Life of right
- IT licences/software: 3 years
- Licences with contractual duration: Life of right

Development projects are capitalised when approved by CBS' Board of Directors as being of strategic value and representing significant size and life. Internal time spent on the development of proprietary assets will be capitalised only if the project is considered to be of strategic importance for CBS or has a value exceeding DKK 10 million.

Internal resources in the form of salaries etc. spent during the development phase are recognised when they make up a significant share of total development costs and add real value. Production overheads are recognised to the extent that they can be defined and attributed to the project in a reasonable and consistent manner.

Educational and research activities are not capitalised, except for activities that are defined and identifiable and in respect of which the technological and commercial feasibility/a potential market can be demonstrated.

Patents are measured as completed development projects. The cost includes external costs incurred to test innovations and register patents. The right is amortised over its actual useful life.

Acquired concessions, licences, etc. primarily comprise software licences. These are recognised at the value of any one-off payments on acquisition and the value of payments covering more than one year. With respect to licences, a distinction is made between whether it is a current licence (operations) or a major and long-term investment has been made in the licence (asset).

Property, plant and equipment

Property, plant and equipment comprise land and buildings, leasehold improvements (premises completed or under construction), plant and machinery, transport equipment, IT equipment, other tools and equipment and assets under construction. Items of property, plant and equipment are depreciated from the date they are put into service over the following useful lives:

Non-current assets	Years
Buildings put into service before 2011:	
New buildings	100
Property improvements/complete renovations	80
Other buildings	50
Buildings put into service after 1 January 2011:	50
Installations	20
Leasehold improvements	10-20
Plant and machinery	10
Other equipment	5
IT (hardware, audio-visual equipment, etc.)	3-5
Tools and equipment	3-5
Property improvements	10-20

Land is not depreciated.

Library material collections are not capitalised.

As a rule, art in the form of collections is not capitalised; however, there are cases where art is part of plant acquired and where this follows from circular no. 9067 of 17 February 2004 on artistic decoration of government constructions etc.

The cost of land and buildings includes finance costs, see the letter dated 19 December 2011 from the Agency for Higher Education and Science.

The cost of installations made prior to or in connection with the occupation of own buildings is set at 10% of the original property value. Subsequent installations above DKK 100,000 are recognised at cost or at 10% of total property renovation costs when it is difficult to make a reliable segregation.

Leasehold improvements are recognised if the costs are paid by CBS, the future rent is not affected by improvements, and if they are major, fixed improvements above DKK 100,000. Tools and equipment and IT (hardware, audio-visual equipment, etc.) acquired in connection with the occupation of new leases are capitalised if the total amount of tools and equipment and IT, respectively, exceeds DKK 100,000. IT and tools and equipment acquired for existing leases are not lumped and are generally recognised in the income statement.

The cost of assets under construction includes direct materials, time spent, components, sub-supplier services and finance costs as well as a portion of production overheads when they are clearly defined and can be attributed to the project in a reasonable and consistent manner. The final cost and classification are determined upon completion of the construction.

Investments

Investments comprise equity investments and other securities. Receivables and balances falling due after at least one year are recognised under "Investments" as well. Investments are measured at cost.

Current assets

Current assets comprise trade receivables, other receivables, research grants not yet received from the donor, and prepayments. Receivables are recognised at the nominal amount less provisions for bad debts. All significant receivables are assessed separately.

Prepayments recognised in receivables comprise prepaid expenses regarding subsequent reporting years (insurance premiums, prepaid wages and salaries, etc.).

Liabilities

Liabilities comprise provisions, long-term liabilities (government loans, mortgage debt, construction donations and frozen holiday pay) and short-term liabilities.

Government loans and mortgage debt are measured at amortised cost, which implies that government loans are measured at the nominal debt outstanding. Short-term liabilities are measured at net realisable value.

Deferred income comprises payments received concerning income in subsequent reporting years and prepaid restricted grants.

Research grants received from funding providers are recognised as deferred income and recognised under "Received prepayments, grant activities in progress" and are taken to income as project expenses are incurred.

Provisions are recognised when, at the balance sheet date, the institution has a legal or constructive obligation and it is probable that the obligation is to be settled. Provisions are measured at net realisable value.

Off-balance sheet items

Off-balance sheet items comprise information about contingent liabilities and contractual obligations.

Significant liabilities in the form of leases and rent agreements are disclosed under "Contractual obligations". Only leases etc. with a term of more than 12 months are disclosed. Any significant pending lawsuits brought against CBS whose outcome cannot be assessed at the time of the financial reporting are disclosed under "Contingent liabilities".

Cash flow statement

The cash flow statement shows CBS' net cash flows, the year's changes in cash and cash equivalents and cash and cash equivalents at the beginning and at the end of the year.

Cash flows from operating activities are stated as the profit or loss for the year adjusted for non-cash operating items, changes in receivables and short-term liabilities, and provisions.

Cash flows from investing activities comprise payments related to additions and disposals of non-current assets and securities related to investing activities.

Cash flows from financing activities comprise borrowings and repayments of debt and increases/decreases in committed donations.

Cash and cash equivalents comprise cash and short-term securities in respect of which the risk of changes in value is insignificant.

Income statement

	Note	2023	2022
		(DKK'000)	(DKK'000)
Government subsidies	1	1,187,628	1,143,517
Other grants	2	169,487	161,962
Sale of goods and services	3	25,628	11,848
Other income	4	173,043	167,101
Total operating income		1,555,786	1,484,428
Staff costs		1,057,157	1,030,849
Rent		103,968	101,795
Depreciation, amortisation and impairment losses	7, 8	32,271	33,207
Other operating expenses		367,121	356,541
Total operating expenses	5	1,560,517	1,522,392
Loss before net financials		-4,731	-37,996
Financial expenses	6	11,695	9,491
LOSS FOR THE YEAR		-16,426	-47,457

Balance sheet

Assets	Note	31/12/2023	31/12/2022
		(DKK'000)	(DKK'000)
Acquired concessions, patents, licences, software etc.		-	-
Completed development projects		4,823	6,698
Intangible development projects in progress		14,706	7,833
Total intangible assets	7	19,529	14,531
Land and buildings		1,071,617	1,063,545
Leasehold improvements		70,682	76,640
Own work in progress		67,241	66,464
Transport equipment		261	132
IT equipment		5,606	8,409
Tools and equipment		4,263	3,058
Total property, plant and equipment	8	1,219,670	1,218,248
Other investments	9	5,479	5,479
Deposits	10	40,837	38,407
Total investments		46,316	43,886
Total non-current assets		1,285,515	1,276,665
Trade receivables	11	15,523	7,789
Receivables from grant activities in progress	12	43,203	33,468
Other receivables	13	11,203	14,730
Prepayments	14	21,469	12,204
Total receivables		91,398	68,191
Cash		96,997	151,113
Total current assets		188,395	219,304
TOTAL ASSETS		1,473,910	1,495,969

Equity and liabilities	Note	31/12/2023	31/12/2022
		(DKK'000)	(DKK'000)
Equity at 1 January 2005		-26,403	-26,403
Retained earnings		462,766	479,193
Other equity		-1	-1
Total equity		436,362	452,789
Provisions	15	39,365	26,639
Accrued donations	16	40,620	43,159
Government loans	17	188,536	188,536
Mortgage debt	18, 20	297,821	330,186
Other long-term debt	19	12,255	12,255
Total long-term liabilities other than provisions		539,232	574,136
Current portion of accrued donations	16	2,539	2,539
Current portion of non-current mortgage debt	20	37,720	38,295
Wages and salaries payable		24,234	22,713
Compensated absence commitment		45,124	43,763
Prepaid restricted contributions		168,881	141,037
Deferred income	21	134,397	127,179
Trade payables		33,454	48,098
Other short-term liabilities	22	12,602	18,781
Total short-term liabilities other than provisions		458,951	442,405
Total liabilities other than provisions		998,183	1,016,541
TOTAL EQUITY AND LIABILITIES		1,473,910	1,495,969

The following disclosures are also provided in relation to the income statement:

Note 6: Expenses by purpose

The following disclosures are also provided in relation to the balance sheet:

Note 23: Other liabilities

Statement of changes in equity

Statement of changes in equity	2023	2022
	(DKK'000)	(DKK'000)
Equity, beginning of year	452,789	500,244
Equity at 1 January 2005	-26,403	-26,403
Retained earnings		
Balance, beginning of year	479,193	526,650
Changes for the year	-16,426	-47,457
Retained earnings, end of year	462,766	479,193
Other equity		
Balance, beginning of year	-1	-3
Changes for the year	0	2
Other equity, end of year	-1	-1
Equity, end of year	436,362	452,789

Cash flow statement

Cash flows	2023	2022
	(DKK'000)	(DKK'000)
Loss for the year	-16,426	-47,457
Amortisation, depreciation and impairment losses on non-current assets	34,810	34,709
Other non-cash operating items	-	1
Profit/loss from disposal of non-current assets	-	1,167
Reversal of items with no effects on cash flow	34,810	35,877
Increase/decrease in receivables exclusive of grant activities in progress	-13,473	-5,757
Increase/decrease in grant activities in progress	-9,735	-501
Increase/decrease in short-term liabilities exclusive of prepaid restricted contributions	-10,723	19,590
Increase/decrease in prepaid restricted contributions	27,844	8,106
Increase/decrease in provisions	12,726	1,486
Changes in working capital	6,639	22,924
Total cash flows from operating activities	25,023	11,344
Investments in intangible assets	-6,873	-3,329
Investments in property, plant and equipment	-34,358	-43,724
Investments in financial assets	-2,430	-3,088
Cash flows from investing activities	-43,661	-50,141
Repayment of mortgage debt	-36,922	-38,054
Increase/decrease in committed donations	-2,539	-2,669
Increase/decrease in other long-term liabilities other than provisions	3,983	2,054
Cash flows from financing activities	-35,478	-38,669
Cash flow for the year	-54,116	-77,466
Total cash and cash equivalents, beginning of year	151,113	228,579
Total cash and cash equivalents, end of year	96,997	151,113

Notes

Note 1: Government subsidies

	2023	2022
	(DKK'000)	(DKK'000)
Education grants, full-time programmes	668,369	646,303
Education grants, part-time programmes/open university	19,047	17,245
Grants for research and development	428,669	411,274
Grants for other purposes	71,435	68,560
Special grants	108	135
Total	1,187,628	1,143,517

Note 2: Other grants

	2023	2022
	(DKK'000)	(DKK'000)
Research subsidies from Danish public sources etc.	55,368	54,745
Research grants from Danish private sources etc.	74,536	74,810
Research subsidies from the EU	21,558	16,570
Research grants from foreign sources etc.	11,334	10,963
Other grant-funded activities	6,691	4,874
Total	169,487	161,962

Note 3: Sale of goods and services

	2023	2022
	(DKK'000)	(DKK'000)
Other sale of goods and services	24,896	11,153
Course activities (commercial activities)	732	695
Total	25,628	11,848

Note 4: Other income

	2023	2022
	(DKK'000)	(DKK'000)
Tuition fees, full-time programmes	14,965	4,054
Tuition fees, part-time programmes/open university	154,002	158,043
Renting of premises and equipment	3,893	3,826
Scholarships	183	1,178
Total	173,043	167,101

Note 5: Expenses by purpose

	2023	2022
Education	653,338	659,228
Research and development	439,808	415,210
Dissemination and knowledge exchange	40,302	41,394
Dining unit and residence halls	4,825	5,050
General overhead costs	150,666	146,411
Buildings and operation of buildings	271,578	255,099
Total	1,560,517	1,522,392

In connection with the breakdown of the 2023 financial statements by purpose, the allocation methods were revised across CBS, refer to the directions in chapter 6 of the 2023 classification and allocation guidelines from the Ministry of Higher Education and Science. The comparative figures for 2022 have been adjusted so as to exclude financial expenses.

Note 6: Financial income/expenses

	2023	2022
	(DKK'000)	(DKK'000)
Interest income and other financial income	-3,246	-567
Total financial income	-3,246	-567
Interest expenses and other financial expenses	323	127
Debt discount, mortgage loans	3,983	4,025
Interest and contributions, mortgage loans	10,635	5,906
Total financial expenses	14,941	10,058
Net financial income/expenses	11,695	9,491

Note 7: Intangible assets

	Acquired licences, software, etc.	Completed development projects	Intangible development projects in progress	Total intangible assets
	(DKK'000)	(DKK'000)	(DKK'000)	(DKK'000)
Cost, beginning of year	4,642	16,214	7,833	28,689
Reclassification	-	-	-	-
Additions during the year	-	-	6,874	6,874
Transferred from own work in progress	-	-	-	-
Disposals during the year	-	-	-	-
Cost, end of the year	4,642	16,214	14,707	35,563
Accumulated amortisation and impairment losses, beginning of year	4,642	9,516	-	14,158
Reclassification	-	-	-	-
Amortisation and impairment losses for the year	-	1,875	-	1,875
Reversed amortisation and impairment losses	-	-	-	-
Accumulated amortisation and impairment losses, end of year	4,642	11,391	-	16,033
Carrying amount at 31 December 2023	-	4,823	14,707	19,530

Note 8: Property, plant and equipment

	Land	Buildings owned	Donation buildings owned	Own work in progress	Leasehold improvements	Transport equipment	IT equipment	Tools and equipment	Total property, plant and equipment
	(DKK'000)	(DKK'000)	(DKK'000)	(DKK'000)	(DKK'000)	(DKK'000)	(DKK'000)	(DKK'000)	(DKK'000)
Cost, beginning of year	182,802	1,158,469	50,775	66,464	150,988	234	26,074	19,542	1,655,349
Reclassification	-	-	-	-	-	-	-	-	-
Additions during the year	-	-	-	34,358	-	-	-	-	34,358
Transferred to/from own work in progress	-	29,232	-	-33,581	1,730	204	-	2,415	-
Disposals during the year	-	-	-	-	-	-	-930	-	-930
Cost, end of the year	182,802	1,187,701	50,775	67,241	152,718	438	25,144	21,957	1,688,777
Accumulated depreciation and impairment losses, beginning of year	-	323,425	5,078	-	74,349	101	17,665	16,485	437,103
Depreciation and impairment losses for the year	-	18,621	2,539	-	7,688	75	2,803	1,209	32,935
Reversed depreciation and impairment losses	-	-	-	-	-	-	-930	-	-930
Accumulated depreciation and impairment losses, end of year	-	342,046	7,617	-	82,037	176	19,538	17,694	469,107
Carrying amount at 31 December 2023	182,802	845,656	43,159	67,241	70,682	261	5,606	4,263	1,219,670
Public land assessment value of land and buildings, end of year	369,136	1,021,465	-	-	-	-	-	-	-

<i>Note 9: Other investments</i>	Legal basis for acquiring investments	Contributions for the year	Accumulated contributions	Carrying amount of investment	Ownership interest
		(DKK'000)	(DKK'000)	(DKK'000)	(in %)
Symbion Science Park	Act No. 483 of 9 June 2004 on technology transfer at public research institutions.	-	5,479	5,479	6.28%

Note 10: Deposits

	2023	2022
	(DKK'000)	(DKK'000)
Deposits for leasehold premises		
Amount thereof recognised as an investment	40,837	38,407
Amount thereof recognised as a current asset	-	-
Other deposits		
Amount thereof recognised as an investment	-	-
Amount thereof recognised as a current asset	-	-
Total	40,837	38,407

Note 11: Trade receivables

	2023	2022
	(DKK'000)	(DKK'000)
Trade receivables etc.	15,523	7,789
Provisions for losses on trade receivables etc.	-	-
Total	15,523	7,789

Note 12: Receivables from grant activities in progress

	2023	2022
	(DKK'000)	(DKK'000)
Receivables from grant activities in progress	43,203	33,468
Provisions for losses on grant activities in progress	-	-
Total	43,203	33,468

Note 13: Other receivables

	2023	2022
	(DKK'000)	(DKK'000)
Receivable, VAT	7,507	11,081
Intercompany accounts, wages and salaries	2,101	2,254
Other receivables	1,595	1,395
Total	11,203	14,730

Note 14: Prepayments (assets)

	2023	2022
	(DKK'000)	(DKK'000)
Licences	5,896	4,468
Subscriptions	2,011	1,874
Utility charges, rent	8,429	1,131
Other	5,133	4,731
Total	21,469	12,204

Note 15: Provisions

	2023	2022
	(DKK'000)	(DKK'000)
Restoration of leasehold premises	27,468	24,771
Employees resigned	7,000	-
Other provisions	3,500	-
Payroll – fixed-term employment	1,397	1,868
Total	39,365	26,639

Note 16: Accrued donations

	2023	2022
	(DKK'000)	(DKK'000)
Cost, beginning of year	50,776	50,776
Additions during the year	-	-
Disposals during the year	-	-
Cost, end of year	50,776	50,776
Depreciation and impairment losses, beginning of year	5,078	2,409
Depreciation and impairment losses for the year	2,539	2,669
Disposals during the year	-	-
Accumulated depreciation and impairment losses, end of year	7,617	5,078
Carrying amount at 31 December	43,159	45,698
Thereof, non-current	40,620	43,159
Thereof, current	2,539	2,539

*Note 17:
Government
loans*

	Building	Interest rate	Fixed/ adjustable interest rate	Repayment freedom	Repayment freedom expires	Principal	Outstanding debt	Maturity
		(%)				(DKK'000)	(DKK'000)	(year)
Loan no. 0028-173-210	Solbjerg Plads 3	0	-	-	-	119,385	119,385	30 years
Loan no. 26-7-62-10879	Howitzvej 60	0	-	-	-	5,661	5,661	30 years
Loan no. 1003754691	P. Andersens Vej 17-19	0	-	-	-	1,051	1,051	30 years
Loan no. 12037-02	Kilevej 14A	0	-	-	-	56,281	56,281	30 years
Loan no. 23812-02	Construction of space at Solbjerg Plads	0	-	-	-	6,158	6,158	30 years
Total						188,536	188,536	

The loans are non-serviceable.

*Note 18:
Mortgage debt*

	Building	ISIN code	Currency	Interest rate	Fixed/ adjustable interest rate	Contribution	Repayment freedom	Repayment freedom expires	Principal (DKK'000)	Outstanding debt (DKK'000)	Maturity (year)
				(%)		(%)			(DKK'000)	(DKK'000)	(year)
0007-403-024	Solbjerg Plads 3	DK0009349094	DKK	2.83%	Fixed+indexed	0.375%	No	-	15,867	4,494	2028
0008-088-969	Solbjerg Plads 3	DK0009349094	DKK	2.55%	Fixed+indexed	0.375%	No	-	144,584	46,964	2029
0041-367-773	Solbjerg Plads 3	DK0009398893	DKK	0.07%	Fixed (cash loan)	0.375%	No	-	157,998	94,849	2029
0032-304-884	Howitzvej 11-13	DK0009386294	DKK	3.35%	Adjustable	0.375%	No	-	32,540	20,209	2035
0032-746-060	Kilevej 14A	DK0009386294	DKK	3.35%	Adjustable	0.375%	No	-	106,500	52,002	2035
0032-737-817	Porcelænshaven 22	DK0009386294	DKK	3.35%	Adjustable	0.375%	No	-	6,555	3,208	2035
0039-438-423	Porcelænshaven 22	DK0009384679	DKK	-0.13%	Adjustable	0.375%	No	-	40,000	33,894	2045
0041-392-191	Kilevej 14A	DK0009397812	DKK	0.72%	Fixed (cash loan)	0.375%	No	-	98,285	73,062	2034
0041-392-104	P. Andersens Vej 17-19	DK0009397812	DKK	0.72%	Fixed (cash loan)	0.375%	No	-	4,528	3,366	2034
0041-392-162	P. Andersens Vej 17-19	DK0009397812	DKK	0.72%	Fixed (cash loan)	0.375%	No	-	4,114	3,058	2034
0041-392-146	Howitzvej 60	DK0009397812	DKK	0.72%	Fixed (cash loan)	0.375%	No	-	31,817	23,652	2034
0041-392-081	Howitzvej 11-13	DK0009397812	DKK	0.72%	Fixed (cash loan)	0.375%	No	-	11,186	8,315	2034
									653,974	367,073	
Amortisation of debt discount											
										31,532	
										335,541	

The adjustable loans 0032-304-884, 0032-746-060 and 0032-737-817 have all been repriced effective from 1 April 2023.

Note 19: Other long-term debt

	2023	2022
	(DKK'000)	(DKK'000)
Deposits to be settled with the Ministry of Higher Education and Science	12,255	12,255
Total	12,255	12,255

Note 20: Current portion of non-current debt to the government and mortgage debt

	2023	2022
	(DKK'000)	(DKK'000)
Current portion of non-current debt to the government	-	-
Current portion of mortgage debt	37,720	38,295
Total	37,720	38,295

Note 21: Deferred income (liabilities)

	2023	2022
	(DKK'000)	(DKK'000)
Accrual of grants	109,548	100,104
Accrual of tuition fees	24,849	27,075
Total	134,397	127,179

Note 22: Other short-term liabilities

	2023	2022
	(DKK'000)	(DKK'000)
Deposits, renting	982	882
Non-classifiable income	896	626
Scholarships, student loans	1,128	1,147
Other	9,596	16,126
Total	12,602	18,781

Note 23: Other liabilities

	2023	2022
	(DKK'000)	(DKK'000)
CBS has contractual obligations comprising leases and rent agreements. Liabilities in the non-cancellable period amount to:		
Lease, Søndre Fasanvej 9	3,470	3,353
Lease, Dalgas Have	321,754	355,265
Lease, PorcelænsHAVEN	159,120	179,702
Lease, Amager Strandvej 108	23,310	26,743
Lease, H.V. Nyholmsvej 21	7,973	7,593
Lease, Finsensvej 6	39,078	42,342
Grundtvigsvej 37	6,444	8,866
Dirch Passers Alle	20,636	23,412
Peter Bangsvej 34-36	24,789	28,860
Other	891	2,823
Total	607,465	678,959

Only non-cancellable terms exceeding 12 months are included.

Special specifications

<i>A. Income and expenses by type of business activity</i>	2023	2022	2021	2020
	(DKK'000)	(DKK'000)	(DKK'000)	(DKK'000)
Ordinary activity				
Income	1,385,567	1,321,771	1,327,699	1,314,787
Expenses	1,402,297	1,206,649	1,278,136	1,235,060
Profit/loss	-16,730	-48,018	49,563	79,727
Subsidised research activities				
Income	162,796	157,088	137,316	130,020
Expenses	162,796	157,009	137,374	130,020
Profit/loss	0	79	-58	0
Other subsidised activities				
Income	6,691	4,874	4,415	2,831
Expenses	6,691	4,874	4,392	2,831
Profit/loss	0	0	23	0
Commercial activities				
Income	732	695	0	108
Expenses	428	213	121	156
Profit/loss	304	481	-121	-48
Accumulated profit/loss for commercial activities	19,107	18,803	18,321	18,442

2007 has been used as the first qualifying year to determine the accumulated profit/loss to the effect that recent years' accumulated profits/losses sum up more than four years of profit/loss. The accumulated profit/loss for 2020 therefore includes the accumulated profit/loss for the period 2007 to 2019.

B. Management remuneration

	2023	2022
Board of Directors		
Number of external members of the Board of Directors	6 members	6 members
Remuneration paid to the Chairman (DKK'000)	228	224
Total remuneration paid to other external members of the Board of Directors (DKK'000)	418	410
Directors in general		
Director FTEs	79	78
Total payroll costs (DKK'000)	73,562	72,010

C. Scholarships

	2023	2022	2021
	(DKK'000)	(DKK'000)	(DKK'000)
C.A. Petersens Fond			
Calculation at 31 December			
Total balance	*	3,592	2,808
Total equity	*	7,561	7,302
The Start-Up Association			
Calculation at 31 December			
Total balance	*	710	488
Total equity	*	647	463

*The annual report for 2023 for the Foundation and the Association will not be available until in April 2024. Therefore, only figures for 2022 and 2021 are disclosed.

D. Students' political activities

	2023	2022
	(DKK'000)	(DKK'000)
Political and other student activities	4,058	3,453
Total	4,058	3,453

E. Capital contributed to foundations

Capital contributed to foundations whose objective is to establish housing close to the university. CBS did not contribute capital to such foundations in 2023.

<i>F. Administrative expenses for foundations and associations</i>	2023	2022
	(DKK'000)	(DKK'000)
C.A. Petersens Fond	56	53
The Start-Up Association	70	70

G. Funds for free places and scholarships at the universities

Rate group	No. of students enrolled on full or partial free places	No. of scholarship recipients	Consumption of free places	Consumption of scholarships
			(DKK'000)	(DKK'000)
Rate 1	42	35	946	2,786
Rate 2	12	10	407	742
Rate 3	-	-	-	-

Financial year	Transferred from the Danish Agency for Higher Education and Science	Profits transferred concerning international paying students	Consumption in the reporting period	Profit/loss for the year	Accumulated profit/loss
	(DKK'000)	(DKK'000)	(DKK'000)	(DKK'000)	(DKK'000)
2022	4,936	-	4,307	629	5,185
2023	5,164	-	4,881	283	5,468

<i>H. Staff FTEs</i>	2023	2022
	(FTEs)	(FTEs)
FTEs inclusive of staff employed on special social terms	1,642	1,638

Appendix

Methods used to calculate ESG data

	Environmental – climate and environmental data	Unit	Method
1.1	CO2e Scope 1	mtu	Scope 1 emissions result from the company's own combustion of fuels and materials. In the period under review, the emissions are from one diesel car and one oil-fired boiler. CBS-owned electric cars are not included as their emissions are covered by Scope 2. Mileage and oil consumption are converted into CO2 emission in metric tonnes. This figure also includes CO2 equivalents for CH4 and N2O. The emission factors are derived from the Danish Energy Agency and GOV. UK. In 2023, the diesel emission factor is determined based on the Danish Energy Agency's emission factors for road transport (per km). Regrettably, CBS has been forced to dispose of the electric car because it caused too many problems. A new diesel car has been acquired.
1.2	CO2e Scope 2	mtu	Scope2 emissions result from the company's energy consumption from external sources. At CBS, the emissions are from district heating and electricity. Energy consumption is converted into CO2 emission in metric tonnes. This figure also includes CO2 equivalents for CH4 and N2O. The emission factors are from the year prior to the financial year since the declarations from Hofor and Energinet are prepared in the subsequent year.
1.3	Energy consumption	MWh	Consumption relates to rented, owned and subleased space. The figures are derived partly from Minenergi2, which collects remotely read meter data, partly from Ørsted Regningsservice.
1.4	Renewable energy share	%	Renewable energy sources in connection with the production of district heating and electricity. The district heating share is evident from the annual environmental declaration from Hofor. According to the contract with Ørsted, CBS only receives green electricity (from offshore wind parks in Denmark and the UK).
1.5	Water consumption	m3	Water consumption of owned, rented and subleased properties. The figures are derived from Minenergi2, which collects remotely read meter data.

	Social – social data	Unit	Method
2.1	Workforce of full-time employees	FTEs	Realised working hours in Statens Lønssystem (State Salary System). All staff (academic, part-time academic, technical and administrative staff). Working hours include both permanently employed and hourly staff.
2.2	Gender diversity	%	Realised working hours in Statens Lønssystem (State Salary System). All staff (academic, part-time academic and technical staff) by gender in %.
2.3	Gender diversity for other management levels	%	Formula: Gender diversity for other management levels = ((Women in management)/(All FTEs in management)) * 100. Management levels comprise: Senior Management, heads of department and heads of function (office managers).
2.4	Gender pay gap	Times	Calculation of gender pay gap = Median male pay / Median female pay. Realised salary in Statens Lønssystem (State Salary System) has been used as data. Full-time salary has been calculated for the year based on the December salary. Staff paid by fixed periods are included in the calculation. Hourly staff, i.e. part-time academic and technical-administrative staff such as students, are not included. Remuneration of each staff member is then added to the calculated full-time salary.
2.5	Employee turnover rate	%	Formula: (Resignees' employment fraction as of January of the relevant financial year*) / (Average total of all employees' employment fractions as of January of the relevant financial year and as of January of the relevant financial year +1*). The employment fraction is calculated based on the contractually arranged weekly working hours. Staff paid by fixed periods are included in the calculation. Hourly staff, i.e. part-time academic and technical-administrative staff such as students, are not included.
2.6	Absenteeism	Days/FTE	Formular: (No. of sick days for all own FTEs for the period) / (Total FTEs)**. Staff paid by fixed periods are included in the calculation. Hourly staff, i.e. part-time academic and technical-administrative staff such as students, are not included.
2.7	Dropped out on first year of bachelor programme	%	No. of dropouts after year one after admission, calculated as a percentage of total students enrolled. Dropouts that re-enrol within 13 months do not count as dropouts. Note that the numbers for 2023 relate to the enrolment for 2021 and so on. This is because, firstly, the academic year must be over, and, secondly, the numbers must have been compiled before they can be reported. Source: The Ministry of Higher Education and Science's data warehouse.
2.8	Dropped out on first year of master programme	%	No. of dropouts after year one after admission, calculated as a percentage of total students enrolled. Dropouts that re-enrol within 13 months do not count as dropouts. Note that the numbers for 2023 relate to the enrolment for 2021 and so on. This is because, firstly, the academic year must be over, and, secondly, the numbers must have been compiled before they can be reported. Source: The Ministry of Higher Education and Science's data warehouse.

Note: Because CBS implemented a new HR system in Q4 2023, it has been necessary for two cost centres to use staggered accrual in 2023.

* In 2023, it is instead October of the previous financial year that is compared with October of the current financial year.

** In 2023, sick days and FTEs are calculated for the period from October 2022 up to and including September 2023 instead of on a calendar year basis.

	Governance – governance data	Unit	Method
3.1	Gender diversity on the Board of Directors	%	Board members entitled to vote, i.e. all 11 members of the Board of Directors. Formula: Woman board members/All board members
3.2	Attendance at board meetings	%	Formula: Number of board meetings attended per board member/All board members (11 members). Basis: Minutes of board meetings (cbs.dk).
3.3	Pay gap between CEO and staff	Times	<p>Formula: CEO compensation/Median staff salary. Realised salary in Statens Lønssystem (State Salary System) for 2023 has been used as data. Full-time salary has been calculated for the year based on the December salary.</p> <p>Staff paid by fixed periods are included in the calculation. Hourly staff, i.e. part-time academic and technical-administrative staff such as students, are not included. Remuneration of each staff member is then added to the calculated full-time salary for 2023.</p>